



**Your Opinion Counts**  
Health Sector National Staff Survey 2018

# Your Opinion Counts

## Results of Health Sector National Staff Survey 2018

REPORT OF FINDINGS

DECEMBER 2018

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**Key Highlights & Recommendations**

# Executive Summary (1/2)

Most key indicators, including overall job satisfaction, show improvements vs. 2016.

Staff are trusted, feel secure, proud and would recommend where they work.

Recognition of performance and value have increased but are below average.

Perceptions of leadership and strategy also show some gains, but scope for improvement remains, particularly with regard to internal communications.

Line manager support and communication have marginally improved.

# Executive Summary (2/2)

Opportunities for training and progression have improved for some employees.

Initiatives around health & well-being are evident, while respect levels are high.

Discrimination has declined but remains, as does bullying and harassment.

The perceived standards and procedures in both care and service have improved.

The overall Engagement index has risen 2 points and is in line with the norm.



# INTRODUCTION

# Thematic Content

## My Job

- Satisfaction
- Motivation
- Optimism
- Advocacy

## My Role

- Trust & Autonomy
- Goals & Objectives
- Security & Pay

## My Organisation

- Pride & Culture
- Teamwork
- Performance Recognition

## Leadership

- Strategy & Confidence
- Communication

## Line Management

- Communication
- Support

## Training & Development

- Training
- Progression
- Opportunity

## Health & Wellbeing

- Health & Wellbeing
- Experience of Stress
- Stress Management

## Dignity at Work

- Policy
- Harassment
- Bullying

## Standard of Care & Service

- Quality
- My Role in Standards
- Near misses and incidents

- Questionnaire content kept broadly consistent with 2016 for comparative purposes.
- Minor amendments and enhancements incorporated based on 2016 feedback.

# Methodology



## Welcome to Your Opinion Counts, the Health Sector National Staff Survey 2018

The survey is now live and will run from 1st September - 14th October 2018. It can be accessed by entering your unique password below.

This important survey is confidential and is being carried out to access current staff opinions in order to identify opportunities for improvement which will help build a better health service for all. The survey is carried out by Ipsos MRBI, an independent research company, and should take approximately 15 minutes to complete.

**Your participation, together with your responses, are completely confidential.**

All staff currently working in the publicly funded health sector are invited to complete the survey, which includes those working in the following areas: Acute Hospitals; Community Health Organisations and Voluntary Community Health Services; Corporate/National Services; National Ambulance Service.

Please enter your unique password below to access the survey:



**Password Error:** Please verify your password is correct and re-enter. If you are still experiencing issues, please contact your local survey champion

To receive your survey password, please follow the steps below:



A list of HSE Survey Champions is available at [www.hse.ie/eng/staff/staffsurvey/](http://www.hse.ie/eng/staff/staffsurvey/)

To request your password please enter your work e-mail address below:



For technical queries (i.e. if you are having difficulty accessing the survey), please contact: Zennon Wong (Ipsos MRBI) 01 4389000, Danielle McArdle (Ipsos MRBI) 01 4389000 or email [HSESurvey2018@ipsos.com](mailto:HSESurvey2018@ipsos.com).  
For general queries (i.e. "where do I get my password?"), please contact Nicola Molloy (HSE) 091 775953/[nicola.molloy3@hse.ie](mailto:nicola.molloy3@hse.ie) or Breda O'Dowd (HSE) 086 3448354/[breda.odowd@hse.ie](mailto:breda.odowd@hse.ie)

- Online data collection approach, accessed via [www.youopinioncounts.ie](http://www.youopinioncounts.ie)
- Respondents used their own unique password to access the survey which ensured;
  - Security (can only be accessed with valid password)
  - Authenticity (prevent multiple responses)
- Alternative of hard-copy paper questionnaire only available upon request
- Data collection from 1st September – 14th October 2018

# Overall Response Rate

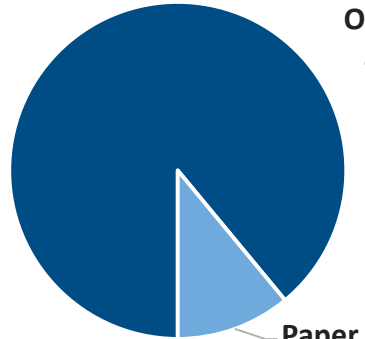
Total  
Response Rate  
2018

15%

Respondents: 19,606

Universe: 134,043

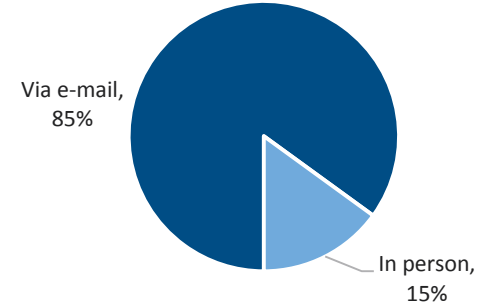
## Completion Mode



Online,  
89%

Paper,  
11%

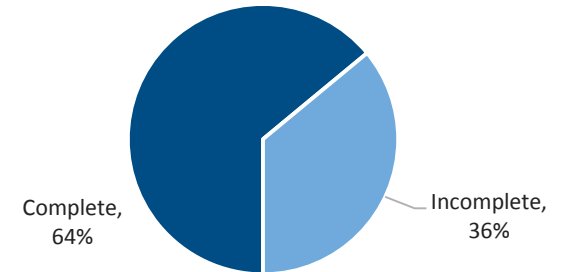
## Password Type (Online)



Via e-mail,  
85%

In person,  
15%

## Completion Level (Paper)



Complete,  
64%

Incomplete,  
36%

### Online completion breakdown:

Computer = 93%

Smartphone = 6%

Tablet = <1%



# Response Rate By Health Sector Area

Total  
Response Rate  
2018

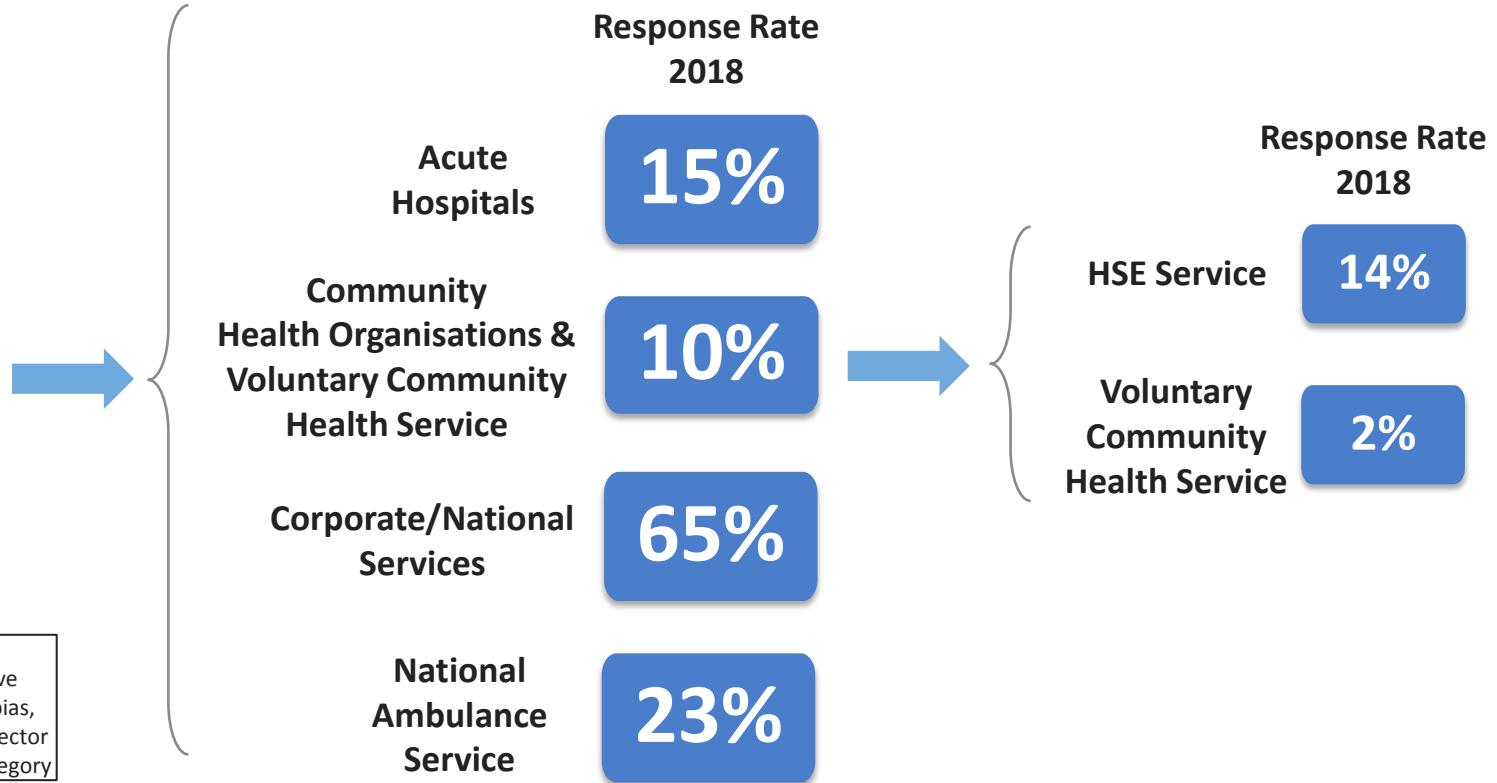
15%

Respondents: 19,606

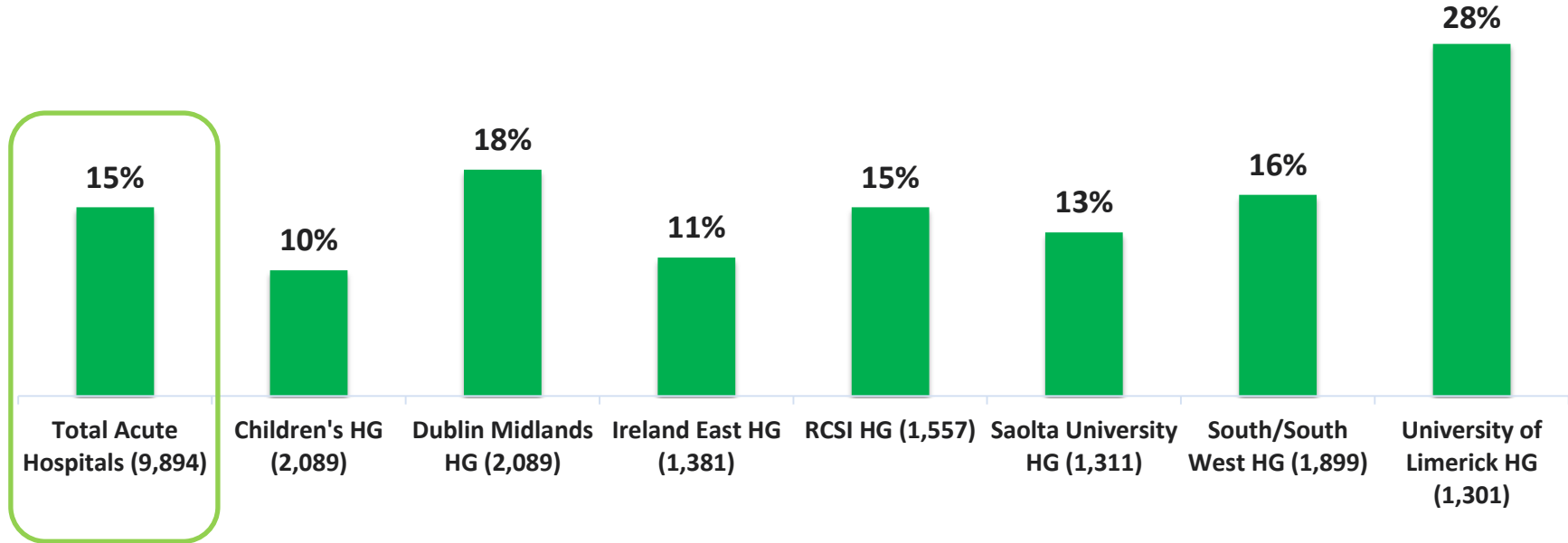
Universe: 134,043

**Data Weighting:**

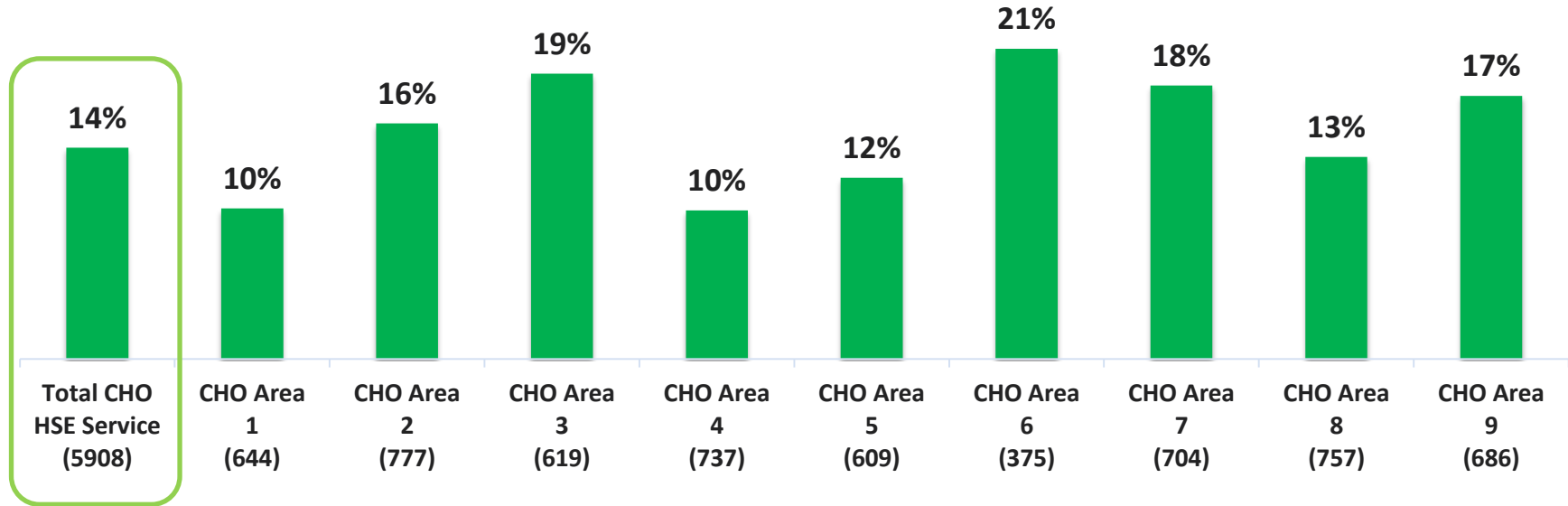
To ensure the data is representative and not skewed by any response bias, the data was weighted by Health Sector Area, HSE/Voluntary and Staff Category



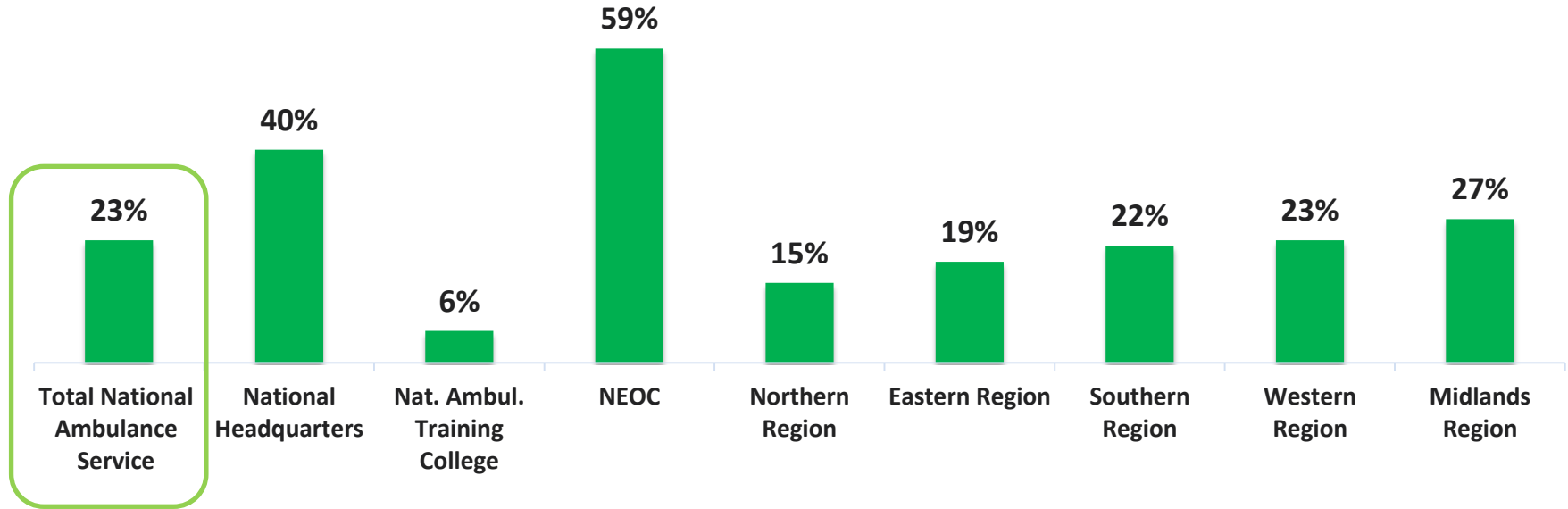
# Response Rate By Hospital Group



# Response Rate By CHO Area *Within HSE Service only*

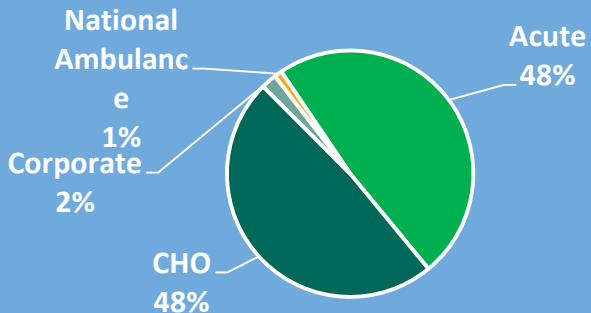


# Response Rate By National Ambulance Service

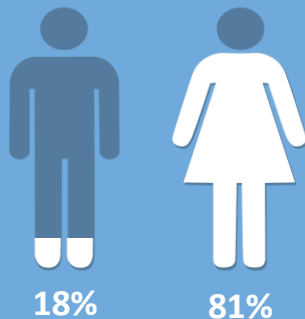


# Sample Breakdown By Demographics

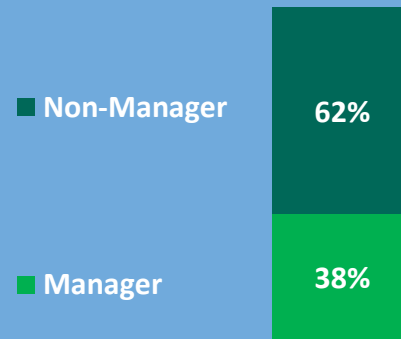
## Health Sector Area



## Gender



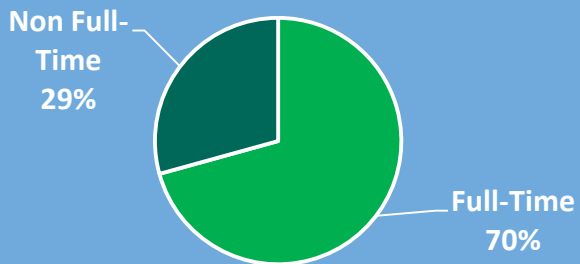
## Position



## Length of Service



## Health Sector Area



**86%**  
Have Patient  
Contact

Base: All Respondents: 18,836





# SURVEY FINDINGS

# Benchmarking of Results

## Benchmarking vs. 2016 Health Sector Survey Results

*Indicated as follows;*

  % pts vs. 2016

## Benchmarking vs. 2018 Ipsos 'RED' Irish Norms\*

*Indicated as follows;*

**+ X pts ahead of norm,**  
**- Y pts behind norm**

\* Ipsos RED norms for Ireland based on survey of 500 people working in public and private sector organisations of 100 or more employees (i.e. where a HR Function/Strategy exists)

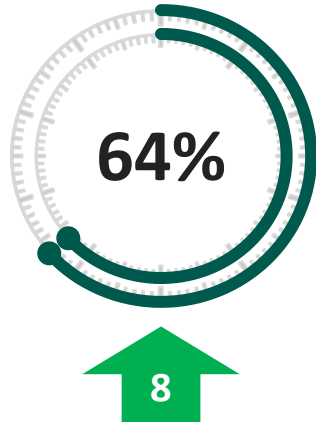


## MY JOB

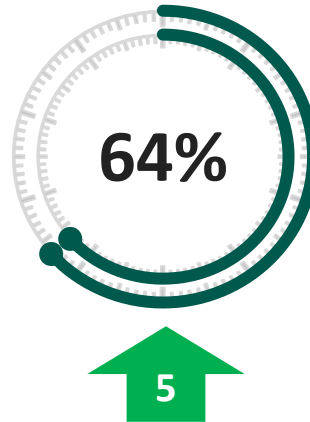


# Overall satisfaction and related metrics have all increased

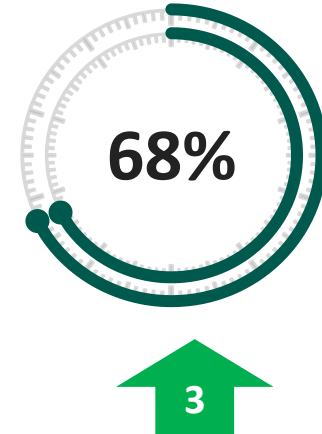
Satisfaction with job



I am happy in my job

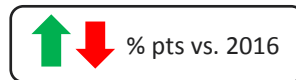


My job gives me a sense of personal fulfilment



Q. Overall how satisfied are you with your job at the present time? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Though ahead of norms, 1 in 5 remain dissatisfied in their job

NET dissatisfaction  
= 21%  
(vs. 29% in 2016)

■ Very dissatisfied 
 ■ Dissatisfied 
 ■ Neither 
 ■ Satisfied 
 ■ Very satisfied 
 NET POSITIVE VS. IPSOS NORM



■ Strongly disagree 
 ■ Disagree 
 ■ Neither 
 ■ Agree 
 ■ Strongly agree



Q. Overall how satisfied are you with your job at the present time? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

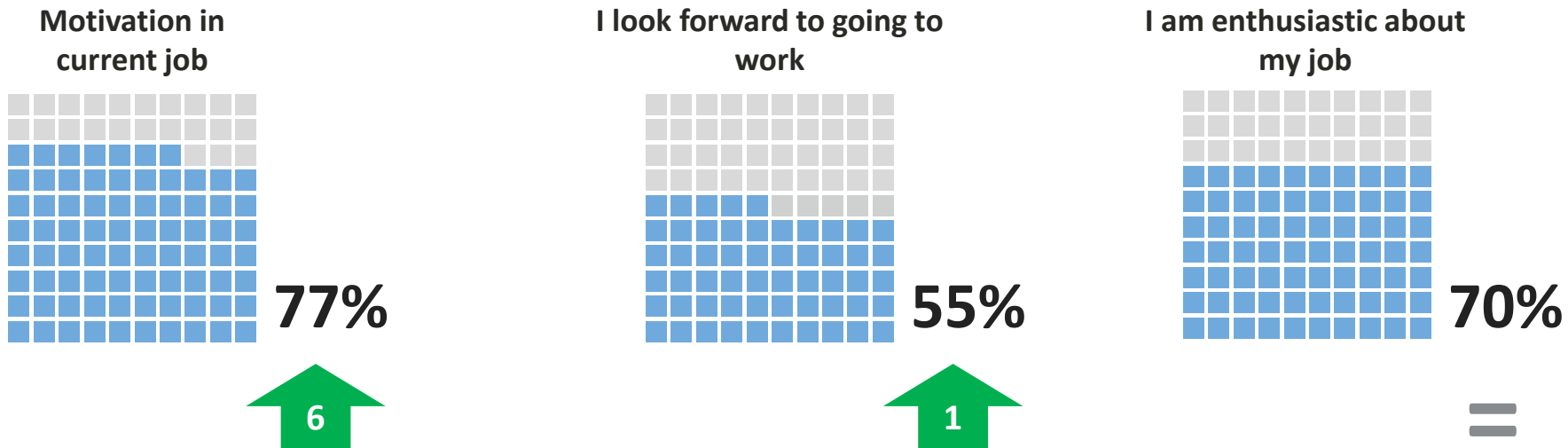
# Sub-analysis by staff demographics

NET POSITIVE	TOTAL	AREA				GENDER		AGE			LENGTH OF SERVICE		
		Acute	CHOs & VCHS	Corp./ Nat. Service	Nat. Ambulance Service	Male	Female	16-30	31-50	51+	0-2 Yrs	3-10 Yrs	11+ Yrs
	%	%	%	%	%	%	%	%	%	%	%	%	%
Satisfaction with job	<b>64</b>	63	66	65	43	61	65	63	63	67	76	60	64
I am happy in my job	<b>64</b>	63	66	64	41	61	65	65	63	67	75	63	63
My job gives me a sense of personal fulfilment	<b>68</b>	67	70	59	64	68	69	67	66	72	73	68	67

Base: All Respondents: 18,836 / NET "Positive" Scores

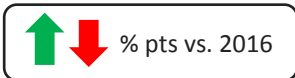
= significantly different – over index  
 = significantly different – under index

# Over 3 in 4 are motivated in their job, up 6 points y-o-y

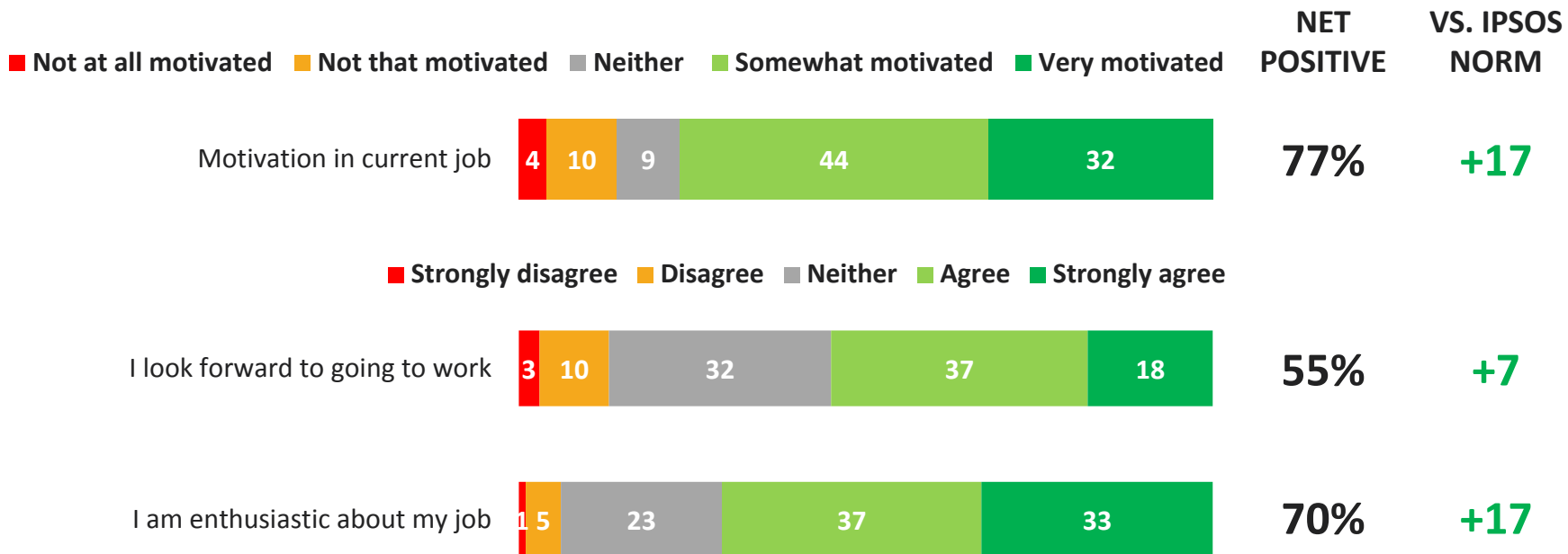


Q. How motivated do you feel in your current job? / For each of the following statements, how often do you feel this way about your job?

Base: All Respondents: 18,836 / NET "Positive" Scores



# Enthusiasm and motivation significantly ahead of norms

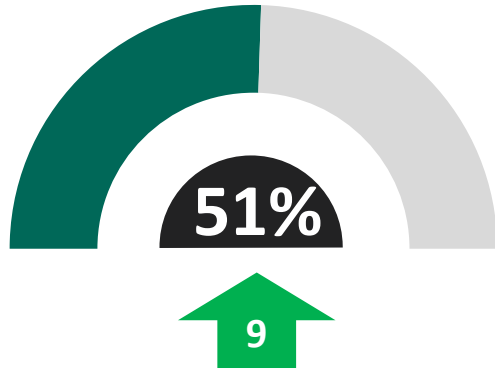


Q. How motivated do you feel in your current job? / For each of the following statements, how often do you feel this way about your job?

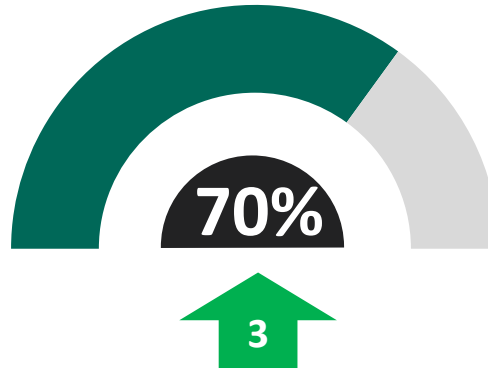
Base: All Respondents: 18,836

# Levels of personal optimism show positive improvement

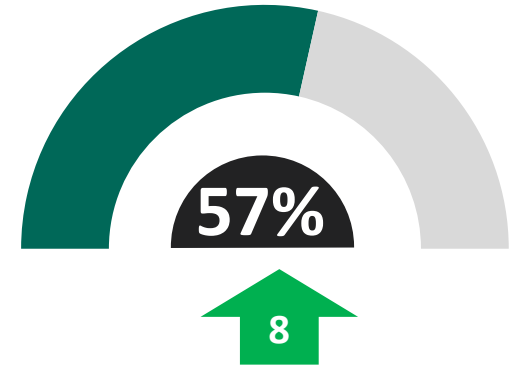
Optimistic about own future within organisation



I intend to be working in my organisation in two years' time

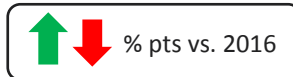


I would recommend my organisation as an employer to a friend or family member

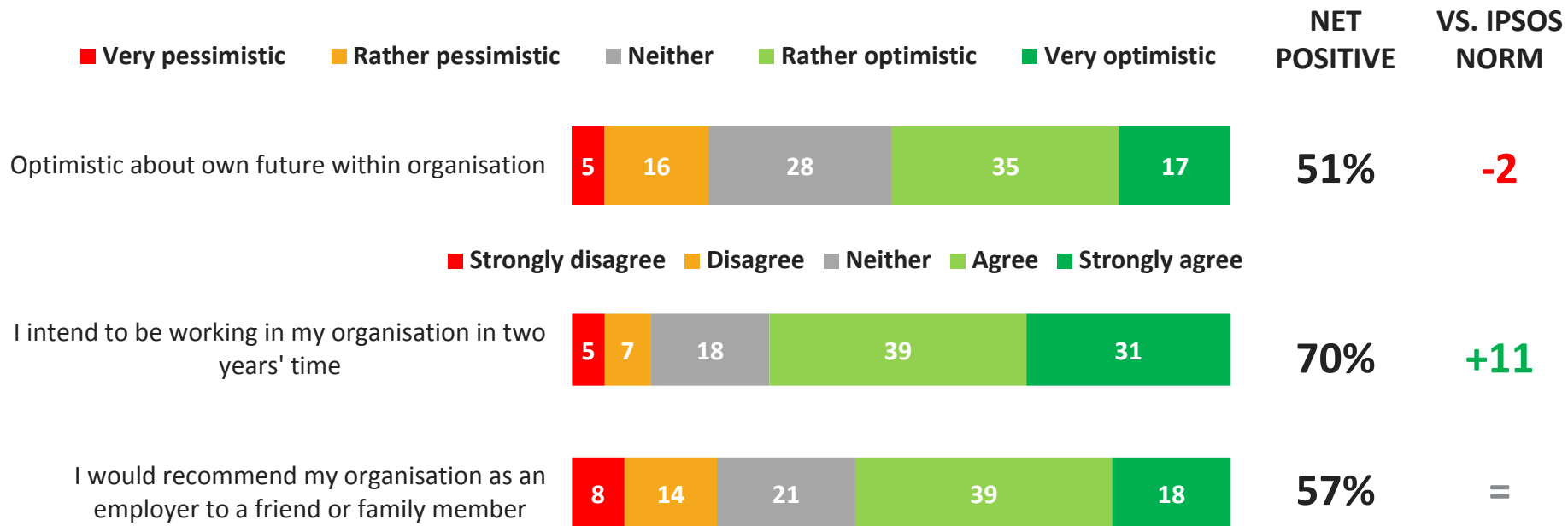


Q. How optimistic are you about your own future within your organisation? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Advocacy has improved and is now in line with norm



Q. How optimistic are you about your own future within your organisation? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

# My Job – Summary of Key Findings

## Positive Results:

- Most job metrics improve since 2016 survey
- 64% satisfied, up 8 pts; 64% happy, up 5 pts
- Majority are motivated and enthusiastic
- Over half optimistic about own future, up 9 pts
- 57% would recommend their organisation as an employer, up 8 pts

## vs. External Comparison:

- Most job metrics ahead of Irish norms
- Satisfaction 9 pts ahead, while both motivation and enthusiasm are 17 points higher than norms
- Optimism about own future in the organisation the only result in this section to fall below the norm, at 51%

## Variations by Staff Demographic:

- Those working in the health sector for two years or less are the most positive, motivated and most likely to recommend their employer to a friend or family member

## Areas for Improvement:

- 1 in 5 are dissatisfied in their job
- Just over half (51%) are optimistic about their future in the organisation.

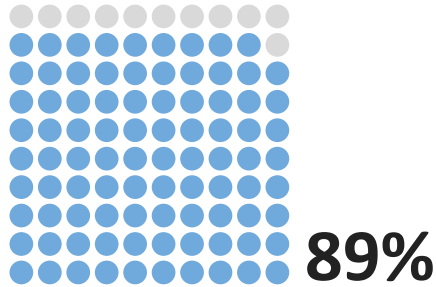




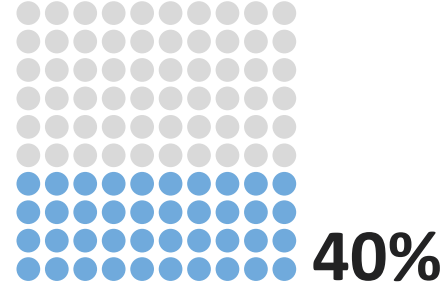
## MY ROLE

# Most are trusted to do job, but not involved in decisions

I am trusted to do my job

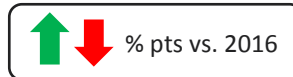


I am involved in decisions that affect me in my work

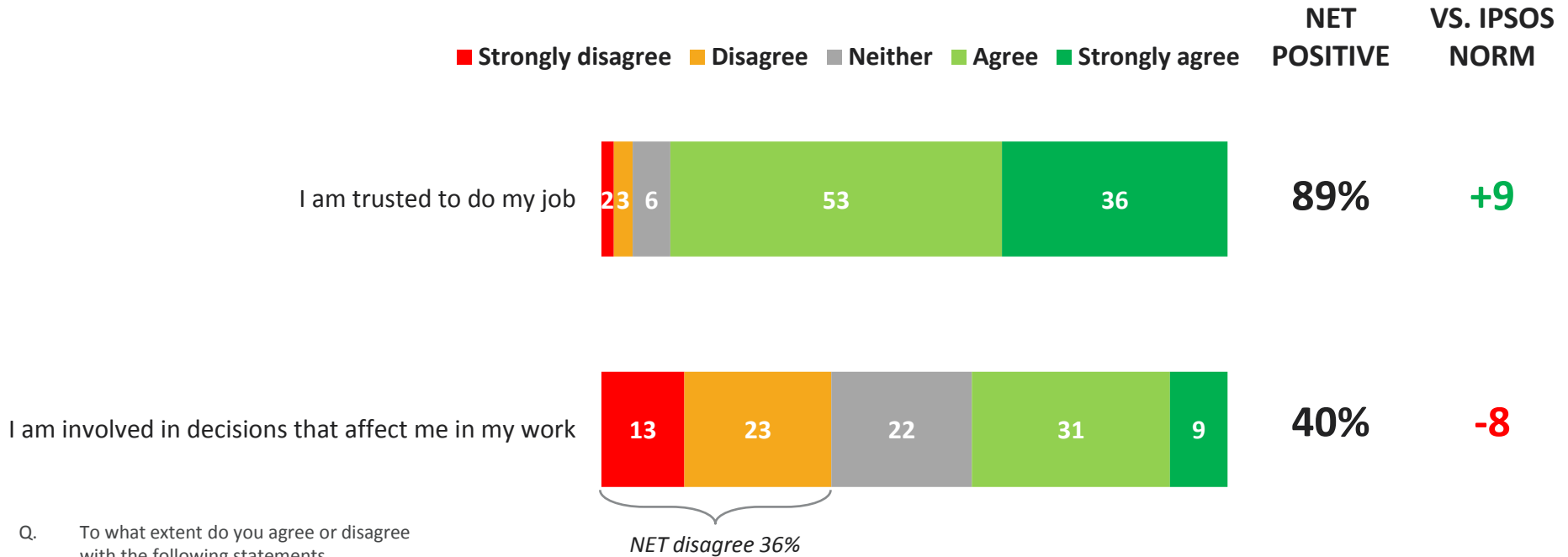


Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Over one in three (36%) do not feel involved in decisions affecting their work, behind normative levels

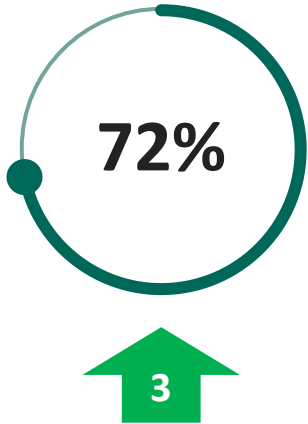


Q. To what extent do you agree or disagree with the following statements ...

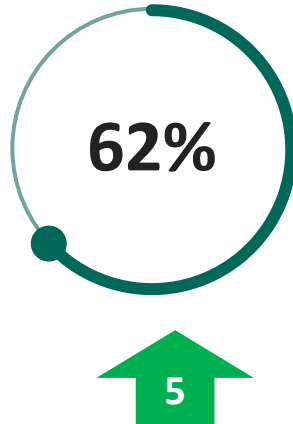
Base: All Respondents: 18,836

# Levels of autonomy and opportunity for skills/ideas are up

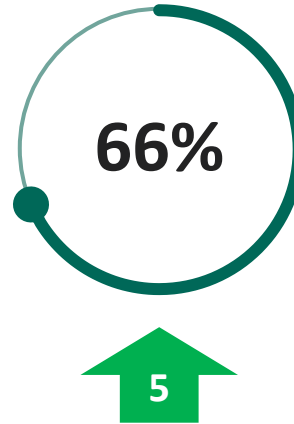
The level of responsibility I have in my job



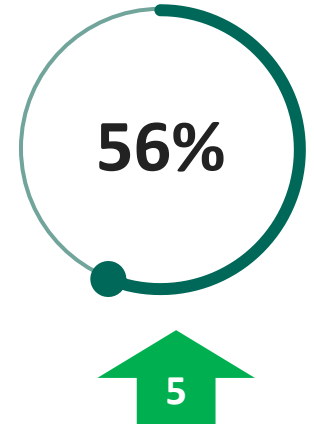
The level of autonomy I have in my job



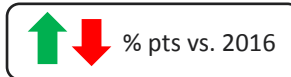
The opportunities I have to use my skills



The opportunity to express my own ideas in my job

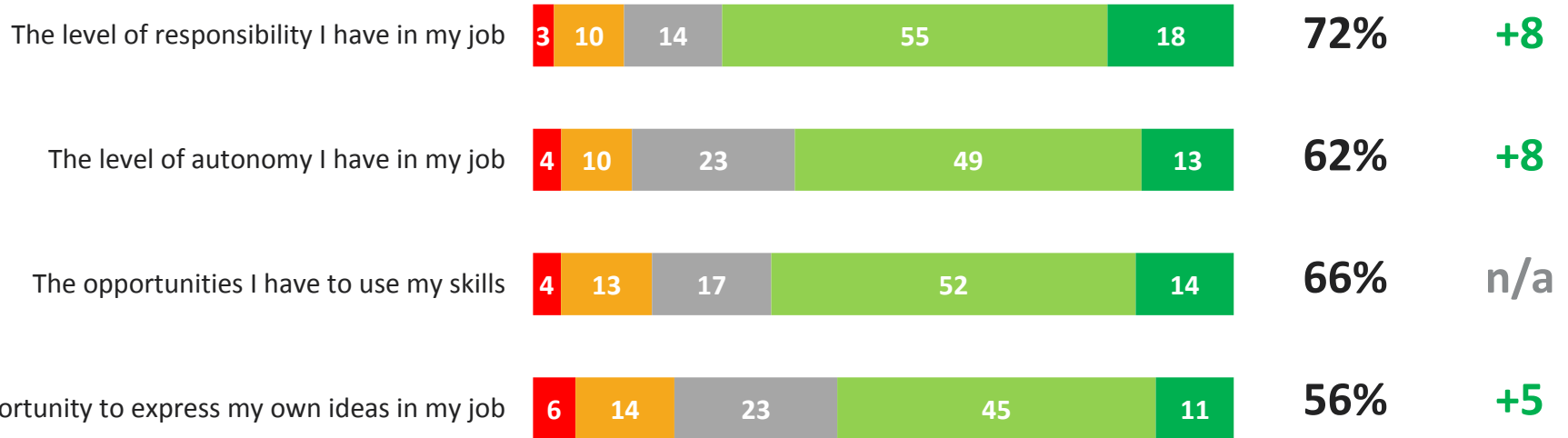


Q. How satisfied are you with each of the following aspects of your job?  
Base: All Respondents: 18,836 / NET "Positive" Scores



# Majority appear contented with responsibility and input

■ Very dissatisfied 
 ■ Dissatisfied 
 ■ Neither 
 ■ Satisfied 
 ■ Very satisfied 
 NET POSITIVE VS. IPSOS NORM



Q. How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 18,836

# Understanding impact of individual objectives has declined

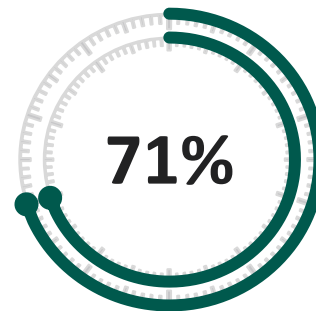
I understand the relationship between my individual objectives and my organisation's objectives



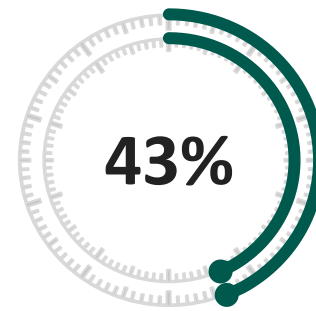
I have clear planned goals and objectives for my job



My personal targets/objectives for my job are realistic

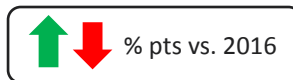


I have all the equipment, support and resources I require to do my job correctly

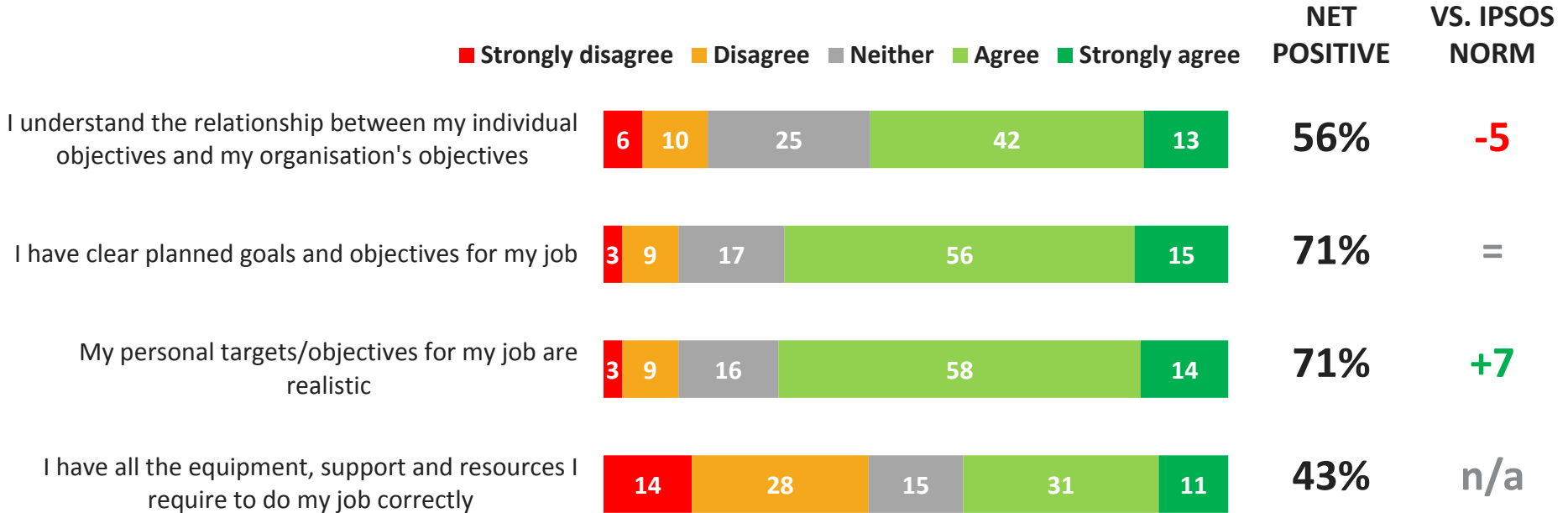


Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



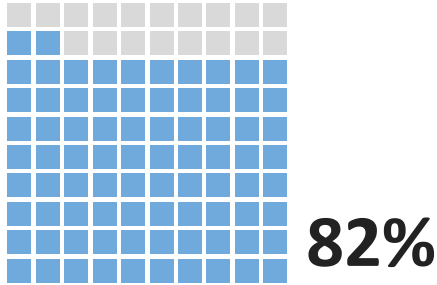
# Acceptance of objectives as realistic is ahead of the norm



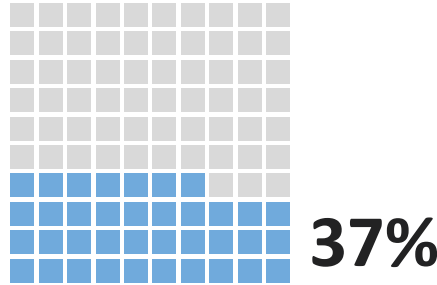
Q. To what extent do you agree or disagree with the following statements ...  
 Base: All Respondents: 18,836

# Satisfaction with job security and pay have both improved

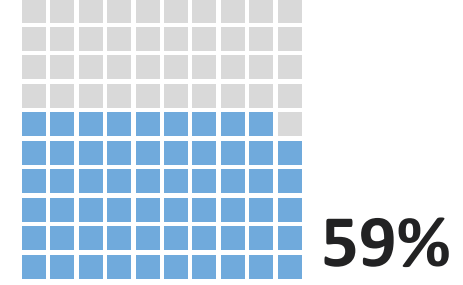
Job security



My level of pay

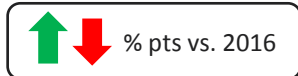


My right to be represented by my trade union



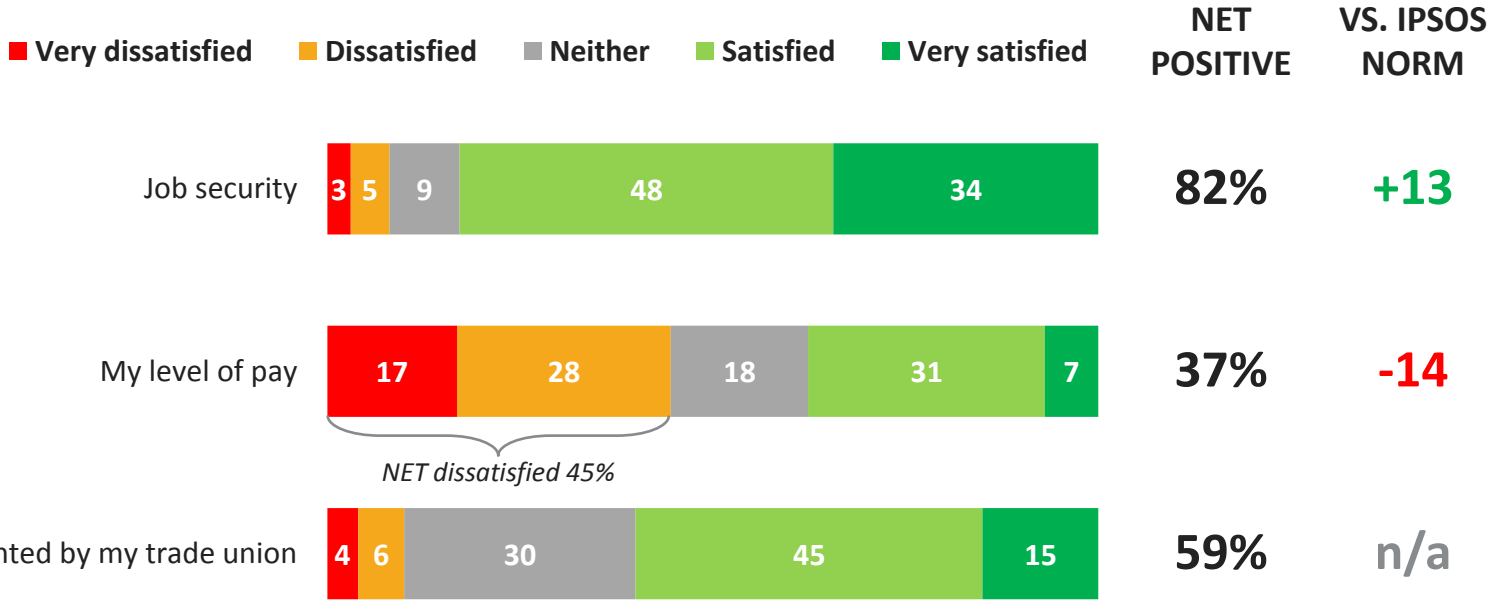
Q. How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 18,836 / NET "Positive" Scores





# Job security ahead of norm, but pay perceptions behind



Q. Overall how satisfied are you with your job at the present time?

Base: All Respondents: 18,836

# My Role – Summary of Key Findings

## Positive Results:

- Almost 9 in 10 (89%) feel trusted to do their job
- Perceived responsibility/autonomy has improved
- Goals and objectives are clear and realistic (71%)
- Satisfaction with job security is strong at 82%

## vs. External Comparison:

- Many scores marginally ahead of Ipsos norms
- Job security is 13 points higher than norm
- However, perceived involvement in decisions that impact one's work is 8 points lower
- Understanding relationship between own and organisational objectives also behind norm (-5)

## Variations by Staff Demographic:

- Those in service 0-2 years marginally more positive overall about their role
- Satisfaction with job security increases with age

## Areas for Improvement:

- Only 40% feel involved in decisions that affect their work, while 36% do not feel involved; however, this can be difficult to address
- A need to ensure all staff understand the relationship between their own objectives and those of their organisation.



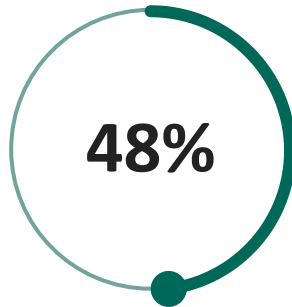
# MY ORGANISATION

# Improvements in pride, atmosphere and valuing the culture

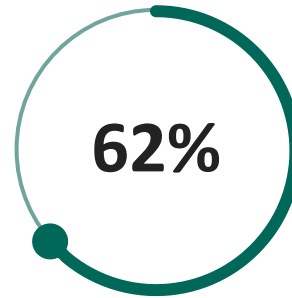
I feel proud to work for my organisation



I value the culture in my organisation



The workplace atmosphere

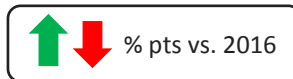


My physical working conditions (space, light, comfort, etc.)

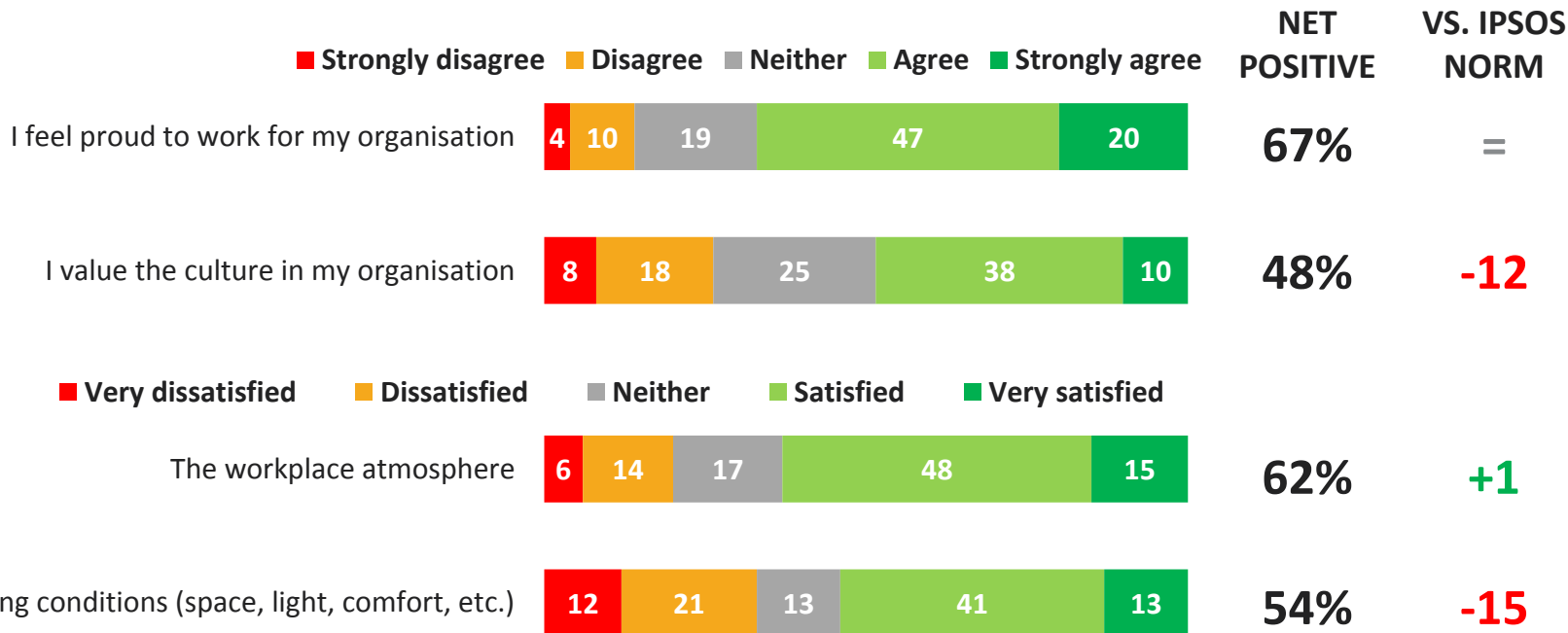


Q. To what extent do you agree or disagree with the following statements / How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 18,836 / NET "Positive" Scores



# However, both culture and environment are behind norms

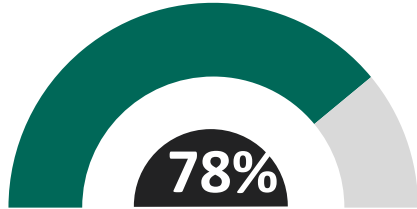


Q. To what extent do you agree or disagree with the following statements / How satisfied are you with each of the following aspects of your job?

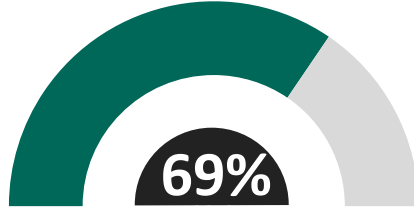
Base: All Respondents: 18,836

# Teamwork ratings consistent, with improved local comms

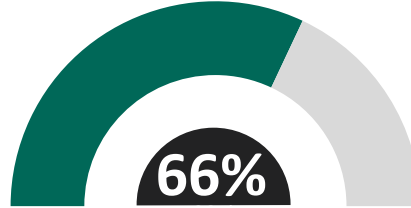
The support I get from my work colleagues



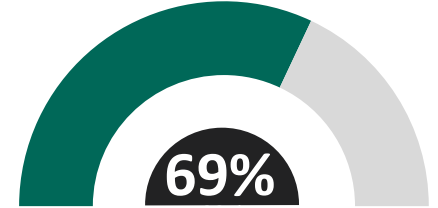
Team members where I work have a set of shared objectives



Communication is good within my team

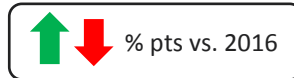


I am able to make suggestions to improve the work of my team/department

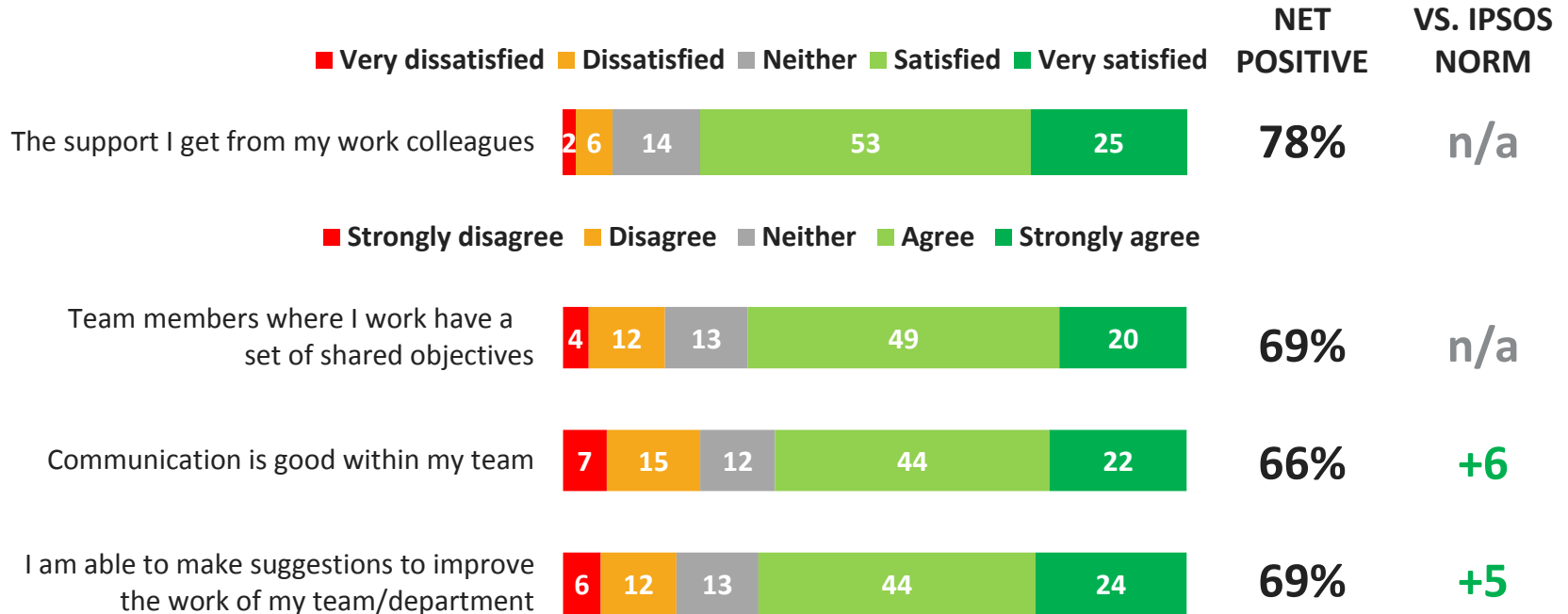


Q. How satisfied are you with each of the following aspects of your job? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Team comms ahead of the norm, but 1 in 5 rate it poorly

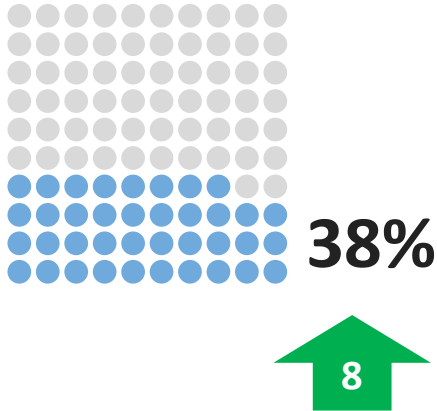


Q. How satisfied are you with each of the following aspects of your job? / To what extent do you agree or disagree with the following statements ...

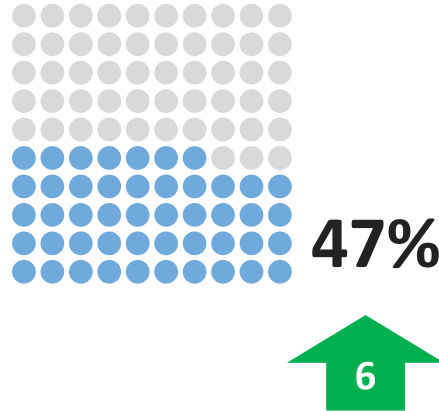
Base: All Respondents: 18,836

# Improvements in performance recognition, but still low

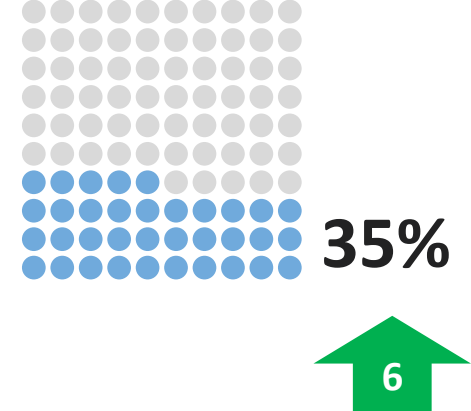
I feel valued and recognised by my organisation



The recognition of my performance

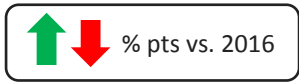


The extent to which my organisation values my work



Q. To what extent do you agree or disagree with the following statements ... / Overall how satisfied are you with your job at the present time?

Base: All Respondents: 18,836 / NET "Positive" Scores



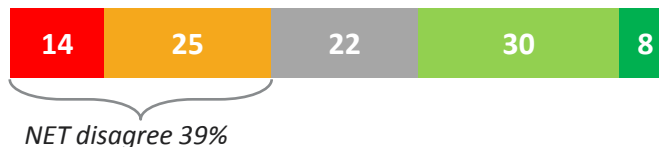


# Personal value and recognition is behind external average

■ Strongly disagree 
 ■ Disagree 
 ■ Neither 
 ■ Agree 
 ■ Strongly agree

NET POSITIVE VS. IPSOS NORM

I feel valued and recognised by my organisation



**38%**

**-12**

■ Very dissatisfied 
 ■ Dissatisfied 
 ■ Neither 
 ■ Satisfied 
 ■ Very satisfied

The extent to which my organisation values my work



**35%**

n/a

The recognition of my performance



**47%**

**-1**

Q. To what extent do you agree or disagree with the following statements ... / Overall how satisfied are you with your job at the present time?

Base: All Respondents: 18,836

# My Organisation – Summary of Key Findings

## Positive Results:

- Pride, atmosphere, culture perceptions all rise from 2016 levels
- Perceptions of teamwork remain positive
- Performance recognition shows some improvement

## vs. External Comparison:

- Perceptions of culture and physical working conditions are behind norm levels
- Team communications ahead of the norm
- Feeling valued and recognised by the organisation is 12 pts behind norm levels

## Variations by Staff Demographic:

- Those with 3+ years service feel less valued
- Newer recruits more proud of where they work

## Areas for Improvement:

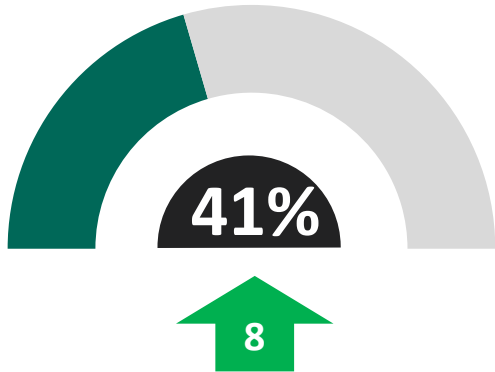
- Some issues remain around teamwork, mainly around communications and suggestions
- Performance recognition remains low – more staff need to feel valued and recognised.



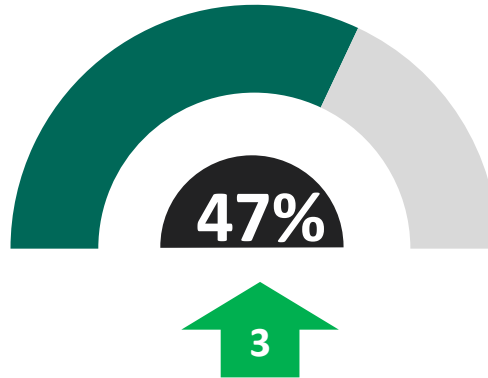
# LEADERSHIP

# Improved belief and confidence in organisational strategy

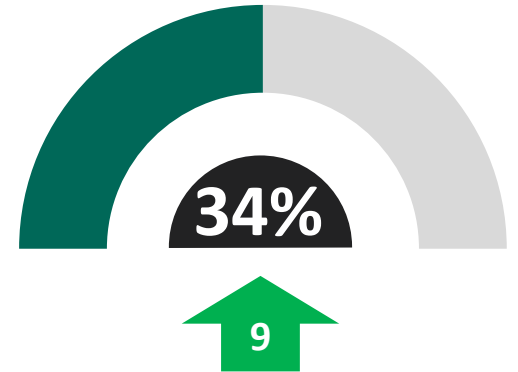
Believe overall strategy of organisation heading in right direction



I endorse my organisation's overall strategy and direction

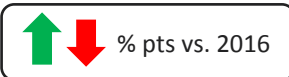


I have confidence in the decisions made by the senior management in my organisation



Q. And do you believe that the overall strategy of your organisation is heading? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Over 1 in 3 do not know enough about their org's strategy

■ Don't know the strategy well enough to say
 ■ Wrong direction
 ■ Right direction

NET POSITIVE VS. IPSOS NORM

Believe overall strategy of organisation is heading in right direction



41%

-17

■ Strongly disagree
 ■ Disagree
 ■ Neither
 ■ Agree
 ■ Strongly agree

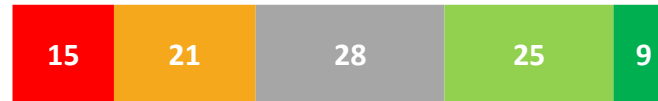
I endorse my organisation's overall strategy and direction



47%

-4

I have confidence in the decisions made by the senior management in my organisation



34%

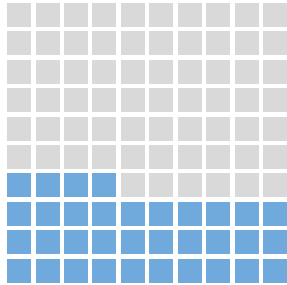
-13

Q. And do you believe that the overall strategy of your organisation is heading? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

# Upward communication has improved but still work to do

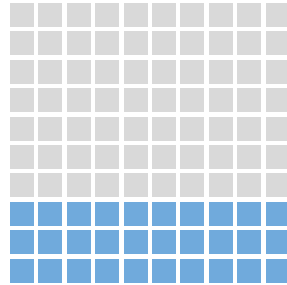
Communication between the senior management in my organisation and staff is effective



34%



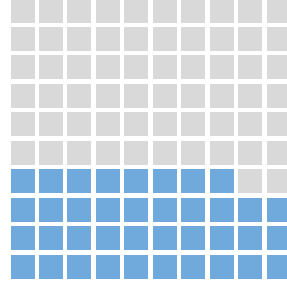
Senior managers in my organisation act on staff feedback



30%



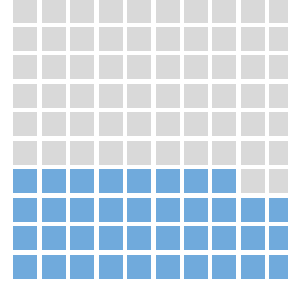
The opportunities that exist for upward communication in my organisation



38%



The quality of internal communication in my organisation



38%



Q. To what extent do you agree or disagree with the following statements ... / Overall how satisfied are you with your job at the present time?

Base: All Respondents: 18,836 / NET "Positive" Scores



# Quality of internal communications is behind the norm

■ Strongly disagree 
 ■ Disagree 
 ■ Neither 
 ■ Agree 
 ■ Strongly agree 
 NET POSITIVE VS. IPSOS NORM



■ Very dissatisfied 
 ■ Dissatisfied 
 ■ Neither 
 ■ Satisfied 
 ■ Very satisfied



Q. To what extent do you agree or disagree with the following statements ... / Overall how satisfied are you with your job at the present time?

Base: All Respondents: 18,836

# Leadership – Summary of Key Findings

## Positive Results:

- Belief in the strategy, endorsement of the strategy and confidence in senior management have all improved when compared to 2016
- Increase in all measures related to communication quality and effectiveness
- However, all measures could improve further

## vs. External Comparison:

- Belief in the overall strategy is 17 points lower than the norm
- Confidence in management's decisions is 13 points lower
- Perceptions of communication behind the norms across all questions

## Variations by Staff Demographic:

- Little variance by staff demographic

## Areas for Improvement:

- Over 1 in 3 do not know enough about their organisation's strategy
- Communication is the main area of concern – both in terms of quality and opportunity
- Just one third agree that (i) communication from senior management is effective and (ii) that they act on staff feedback.





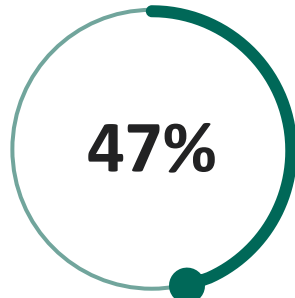
# LINE MANAGEMENT

# Line manager communication shows some improvement

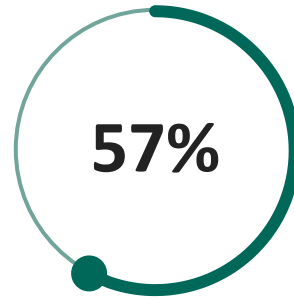
My line manager communicates well with the team



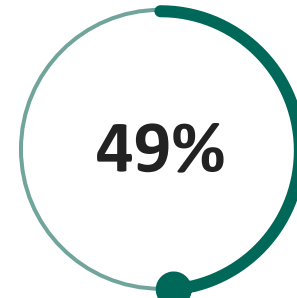
My line manager gives me clear feedback on my work



My line manager actively listens to my ideas and suggestions

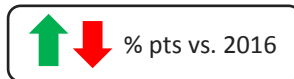


My line manager asks for my opinion before making decisions that affect my work



Q. To what extent do you agree or disagree with the following statements ...

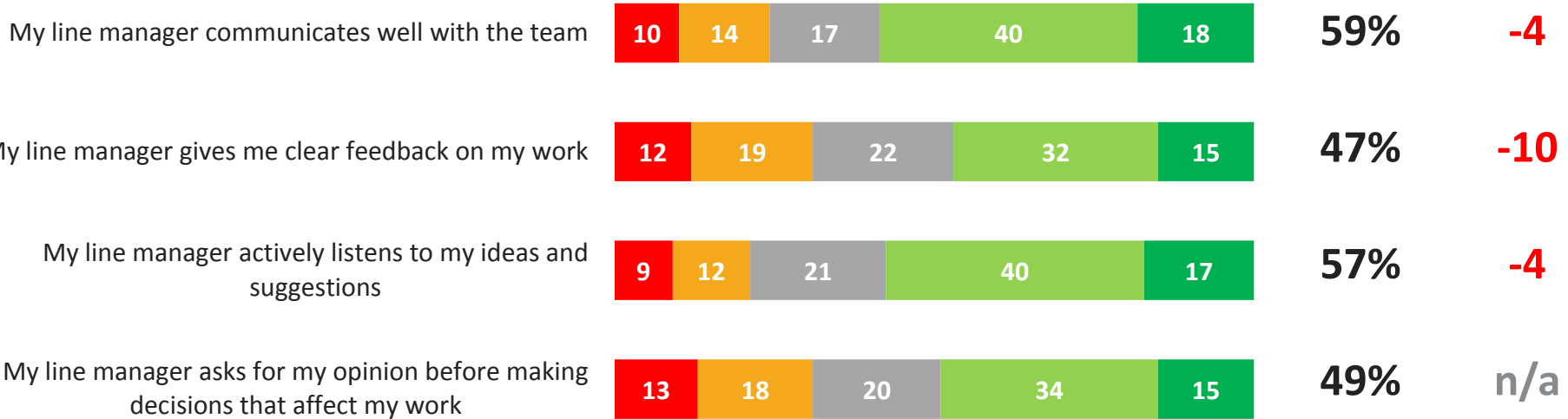
Base: All Respondents: 18,836 / NET "Positive" Scores



# Line managers comms behind norms with some dissatisfaction

■ Strongly disagree 
 ■ Disagree 
 ■ Neither 
 ■ Agree 
 ■ Strongly agree

NET POSITIVE VS. IPSOS NORM

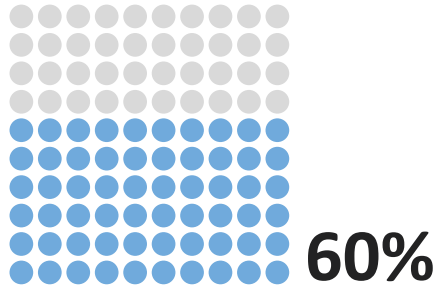


Q. To what extent do you agree or disagree with the following statements ...

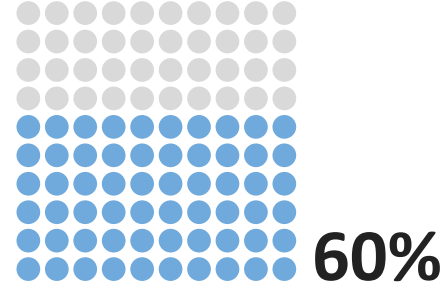
Base: All Respondents: 18,836

# 6 in 10 are positive about support received from manager

Satisfaction with support I get from my line manager

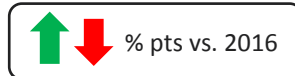


My line manager supports me to improve quality where I work

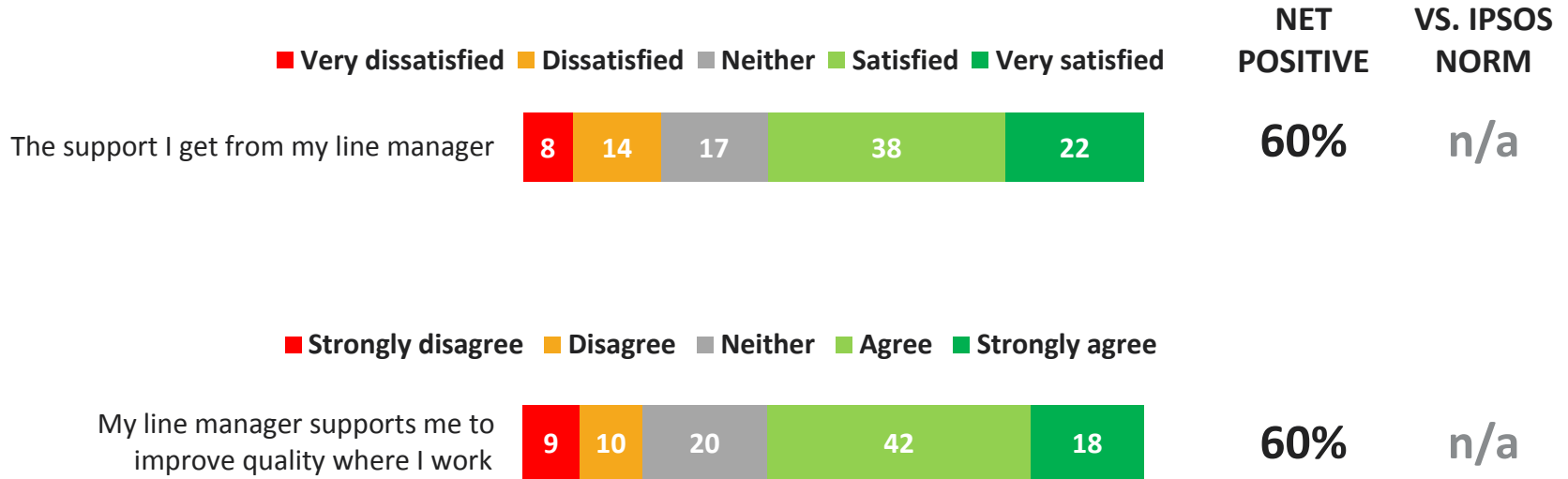


Q. How satisfied are you with each of the following aspects of your job? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# However, c. 1 in 5 remain dissatisfied with manager support

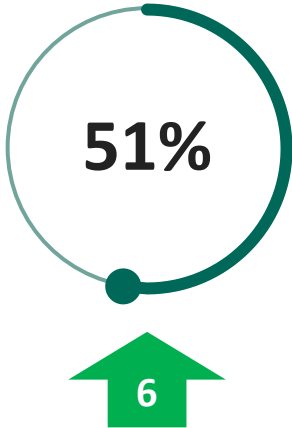


Q. How satisfied are you with each of the following aspects of your job? / To what extent do you agree or disagree with the following statements ...

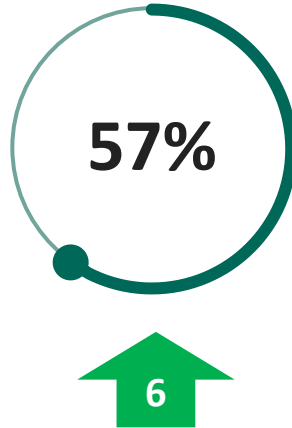
Base: All Respondents: 18,836

# Managers have got better at motivating and delegating

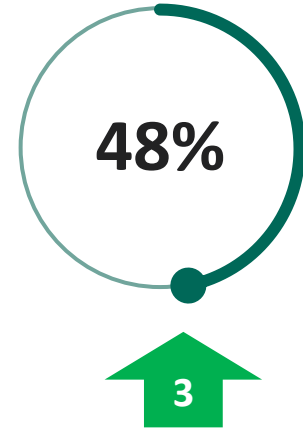
My line manager motivates me to perform at the highest levels



My line manager delegates effectively

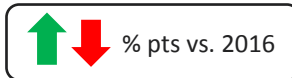


I have one-to-one meetings with my line manager to discuss my individual objectives and development



Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Over 1 in 3 (38%) do not meet manager to discuss development

■ Strongly disagree 
 ■ Disagree 
 ■ Neither 
 ■ Agree 
 ■ Strongly agree

NET POSITIVE VS. IPSOS NORM

My line manager motivates me to perform at the highest levels



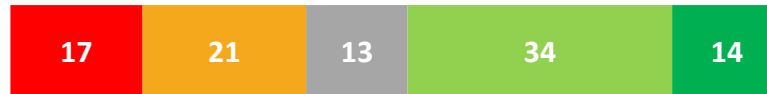
51% =

My line manager delegates effectively



57% +1

I have one-to-one meetings with my line manager to discuss my individual objectives and development



48% n/a

NET disagree 38%

Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

# Line Manager – Summary of Key Findings

## Positive Results:

- 6 in 10 staff feel supported by their line manager
- The same proportion (59%) believe their line manager communicates well
- Just over half (51%) are motivated to perform at the highest levels because of their line manager

## vs. External Comparison:

- Less than half (47%) agree their line manager gives clear feedback, 10 pts behind the norm
- Line managers also score below the norm for communication and active listening

## Variations by Staff Demographic:

- There is little variance by gender and age
- Overall, those with fewer years service tend to rate their line managers more highly

## Areas for Improvement:

- Individual perceptions of line managers (and managers themselves) can vary considerably making this theme challenging to address
- Communication from line managers is the main area for improvement
- Clear feedback on work performed and actively listening to staff ideas are areas to focus on.

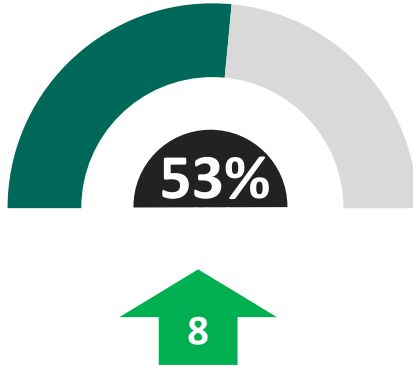




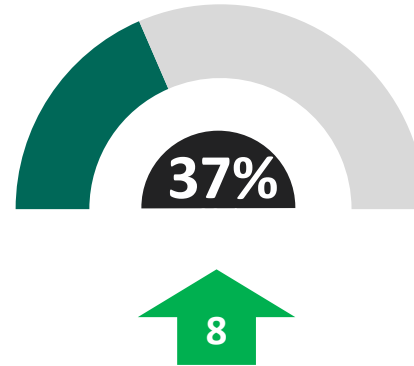
# TRAINING & OPPORTUNITY

# Opportunities for training and progression have improved

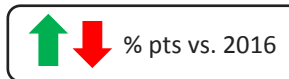
The opportunities for training



My opportunities for career progression



Q. How satisfied are you with each of the following aspects of your job?  
Base: All Respondents: 18,836 / NET "Positive" Scores



# However, many remain dissatisfied with their opportunities

■ Very dissatisfied 
 ■ Dissatisfied 
 ■ Neither 
 ■ Satisfied 
 ■ Very satisfied 
 NET POSITIVE VS. IPSOS NORM

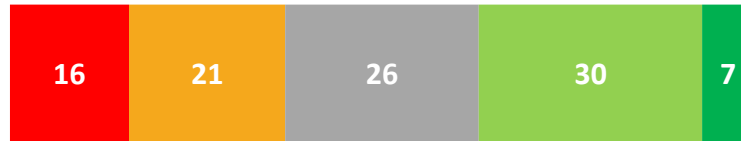
The opportunities for training



53%

=

My opportunities for career progression



37%

-8

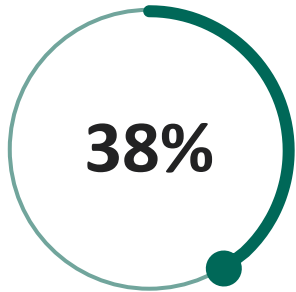
NET dissatisfied 37%

Q. How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 18,836

# Both access and effectiveness of training show increases

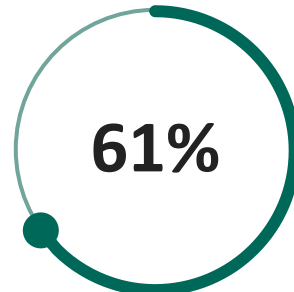
My organisation is good at developing staff to their full potential



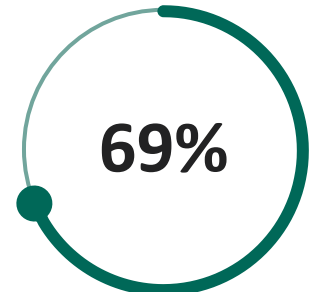
My organisation provides me with opportunities to improve my skills



I receive the training that helps me to do my job properly

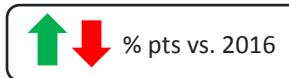


I know how to access the training that I need

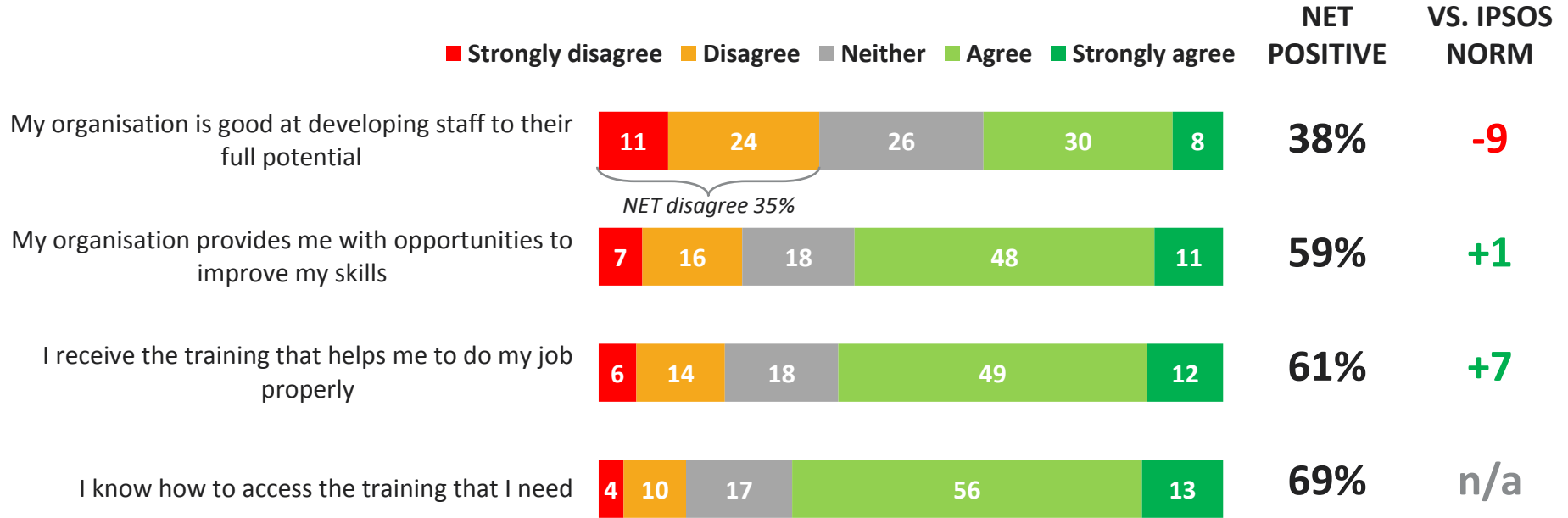


Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Staff do not feel they are being developed to full potential



Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

# Training & Opportunity – Summary of Key Findings

## Positive Results:

- All training related questions have improved since 2016
- As have perceived opportunities for progression
- The majority agree that they have opportunities to improve their skills (59%) and that they receive the training that they need (61%)

## vs. External Comparison:

- Ahead of the norm for receipt of training to do one's job properly
- Behind the norms for both career progression and development of staff to full potential

## Variations by Staff Demographic :

- Those with more years service less likely to believe their potential is being fulfilled
- No variation by age or gender

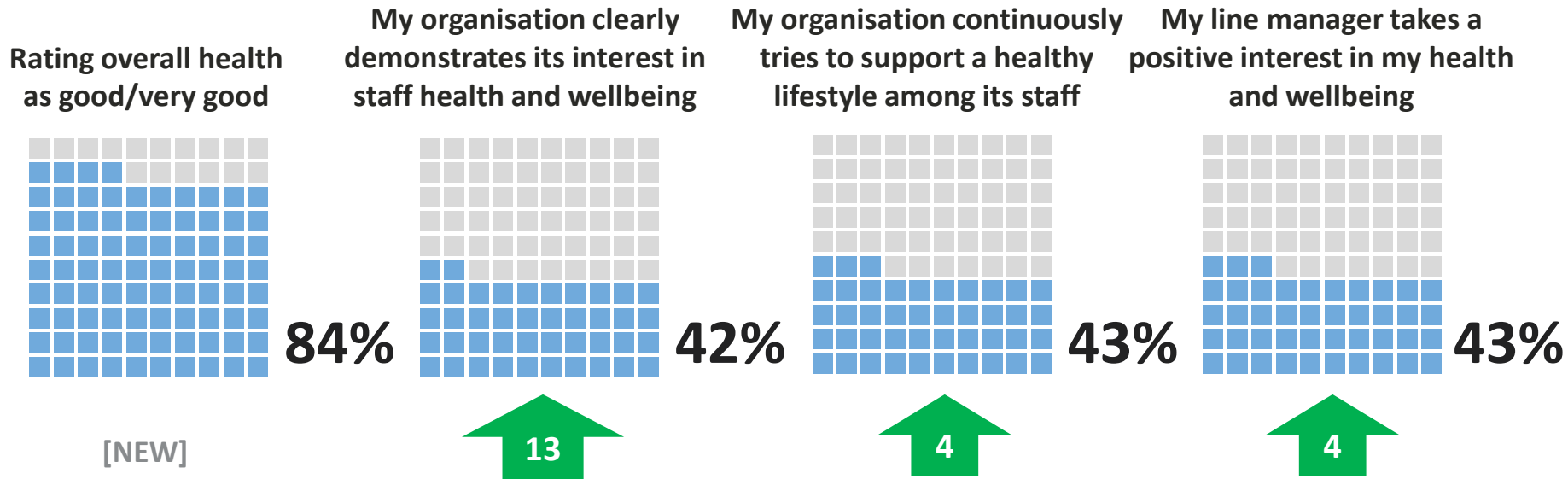
## Areas for Improvement:

- There is scope to improve satisfaction with training opportunities further
- Perceived opportunities for career progression remain low with less than 1 in 3 satisfied
- Furthermore, many staff believe they are not being developed to their full potential.



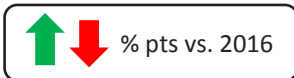
# HEALTH, WELLBEING & STRESS

# Improvement in perceptions of action on health & well-being



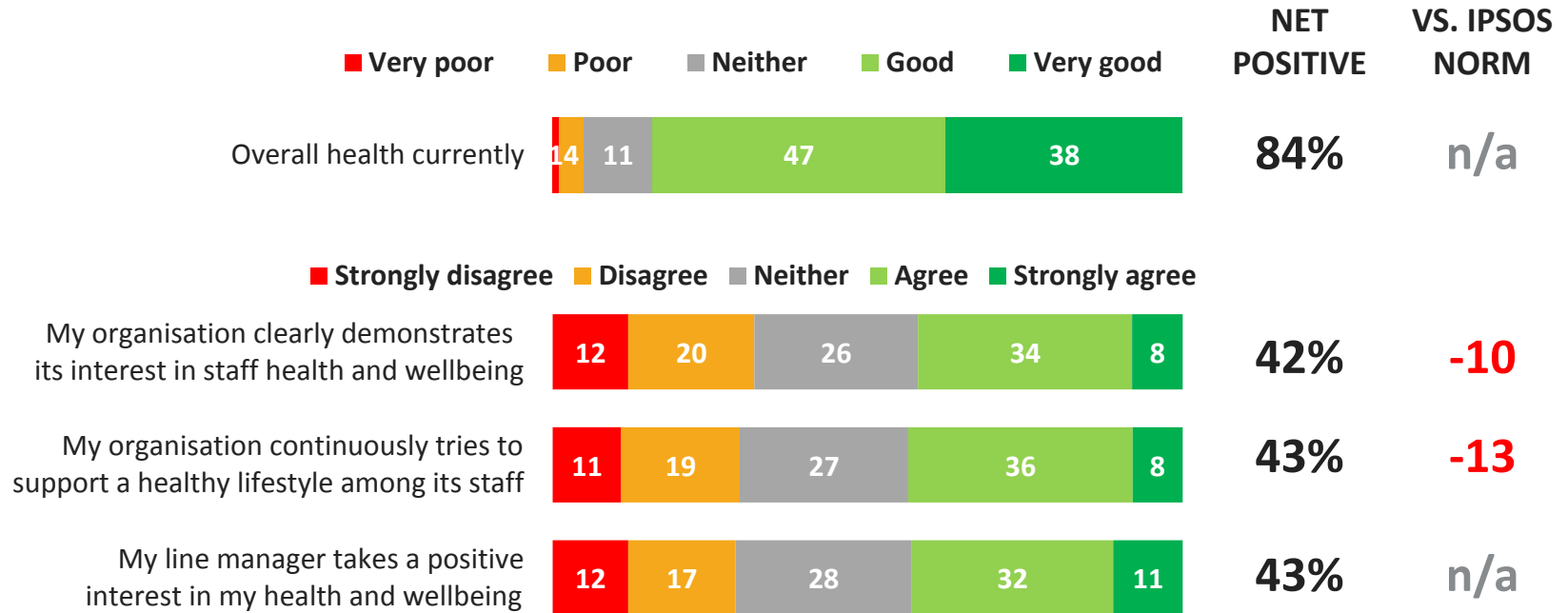
Q. How do you rate your overall health currently? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores





# Support for health and wellbeing is behind norm levels



Q. How do you rate your overall health currently? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

# Work-life balance and workloads show positive movement

The balance between my private & professional life



My workload



The respect with which I am treated by colleagues

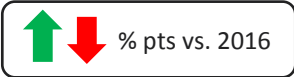


The respect with which I am treated by patients/service users



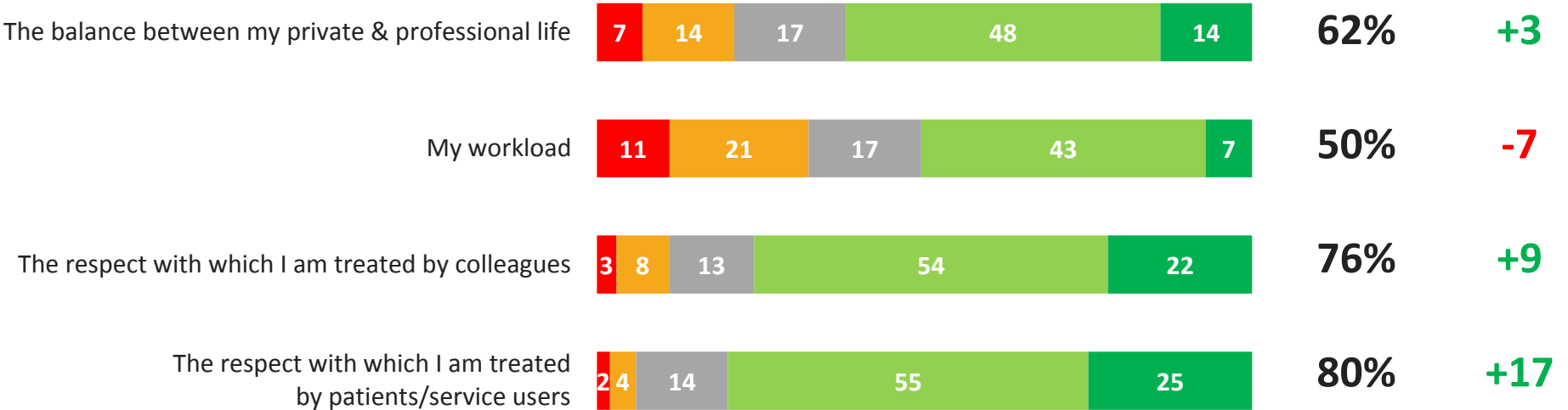
Q. How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 18,836 / NET "Positive" Scores



# Respect rates well; but workload a problem for a third of staff

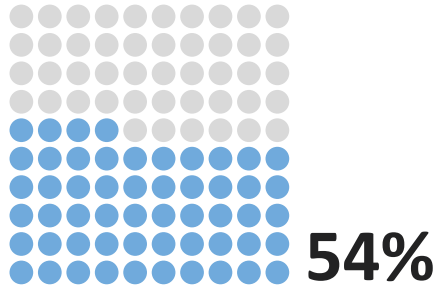
■ Very dissatisfied 
 ■ Dissatisfied 
 ■ Neither 
 ■ Satisfied 
 ■ Very satisfied 
 **NET POSITIVE**
**VS. IPSOS NORM**



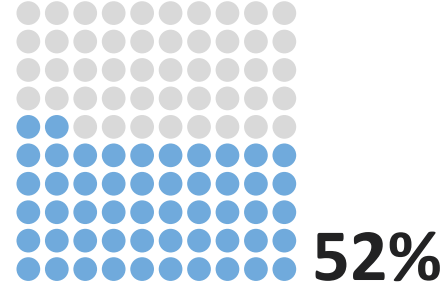
Q. How satisfied are you with each of the following aspects of your job?  
 Base: All Respondents: 18,836

# Though stress is still present, incidence has reduced vs. 2016

I feel that my level of stress sometimes affects my work

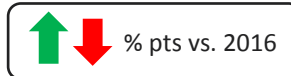


I believe the source of my stress is work-related



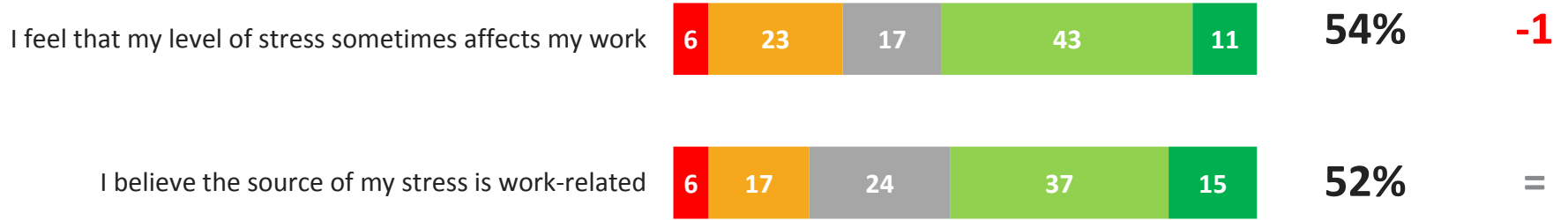
Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Over half still feel their stress levels affect their work

■ Strongly disagree 
 ■ Disagree 
 ■ Neither 
 ■ Agree 
 ■ Strongly agree 
 NET POSITIVE VS. IPSOS NORM



Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

# High levels of perseverance, with many managing stress well

I tend to manage any work-related stress well



=

I am aware of facilities where I work that provide support to staff experiencing stress at work

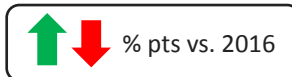


At my work I always persevere even when things do not go well

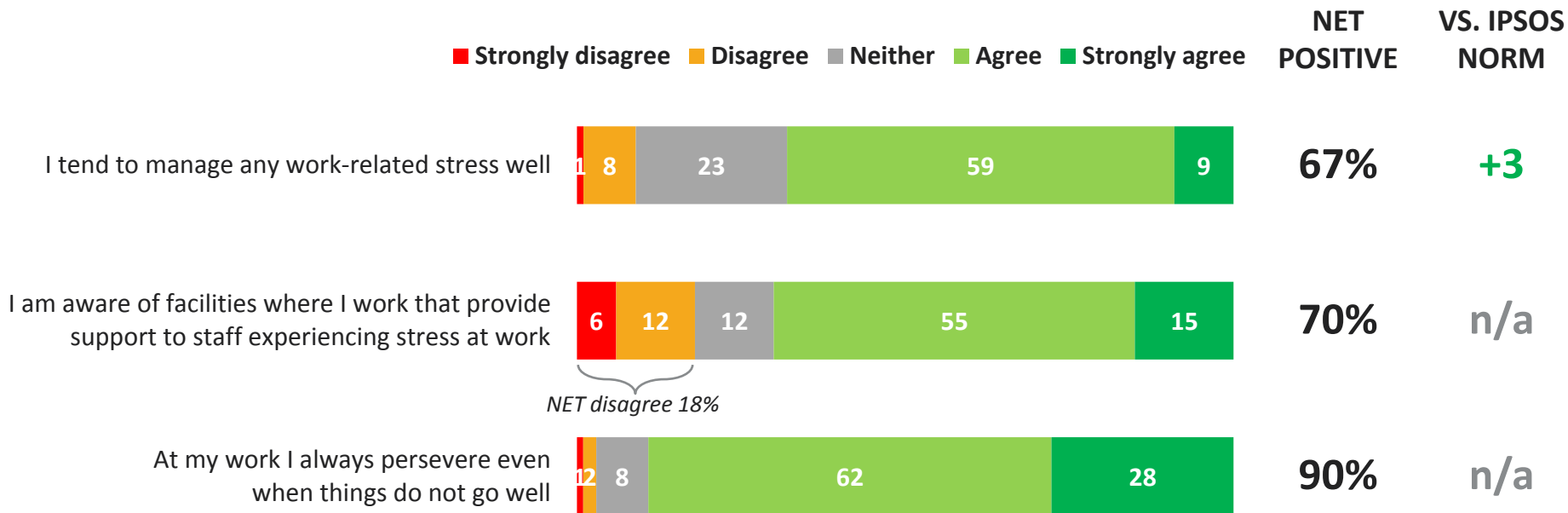


Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# 1 in 6 (18%) unaware of stress support where they work



Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

# Health, Well-Being & Stress – Summary of Findings

## Positive Results:

- Organisational interest in staff health and well-being has improved somewhat
- Work-life balance and workloads have also improved
- 8 in 10 satisfied with levels of respect they are shown both internally and externally
- Incidence of stress has declined vs. 2016

## vs. External Comparison:

- Both interest in staff health and well-being and support of a healthy lifestyle among staff are behind the norms
- Perceptions of work-life balance ahead of norm
- Respect levels also ahead of norm

## Variations by Staff Demographic :

- Under 30s show lower agreement around the organisation's interest in staff health and support of a healthy lifestyle
- Newest staff are the most positive about their workload
- Stress more likely to affect full-time staff (54% vs 47%) and patient facing staff (53% vs 43%)

## Areas for Improvement:

- Less than half are positive about organisational action on health and well-being
- Although stress is in line with the norms and has reduced since 2016, health initiatives should not ignore this area.

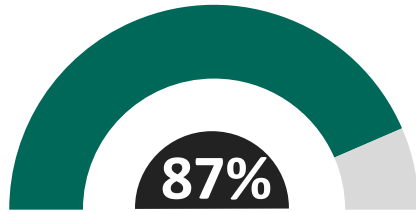




# DIGNITY AT WORK

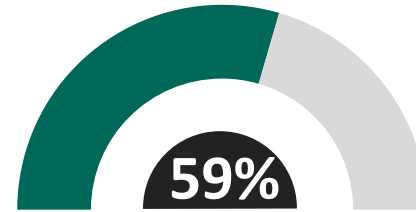
# Most aware of Dignity Policy, over half have been trained

Are you aware of the Dignity at Work Policy for Health Service 2009?



[NEW]

Have you been trained or briefed on the Dignity at Work Policy for the Health Service 2009?



[NEW]

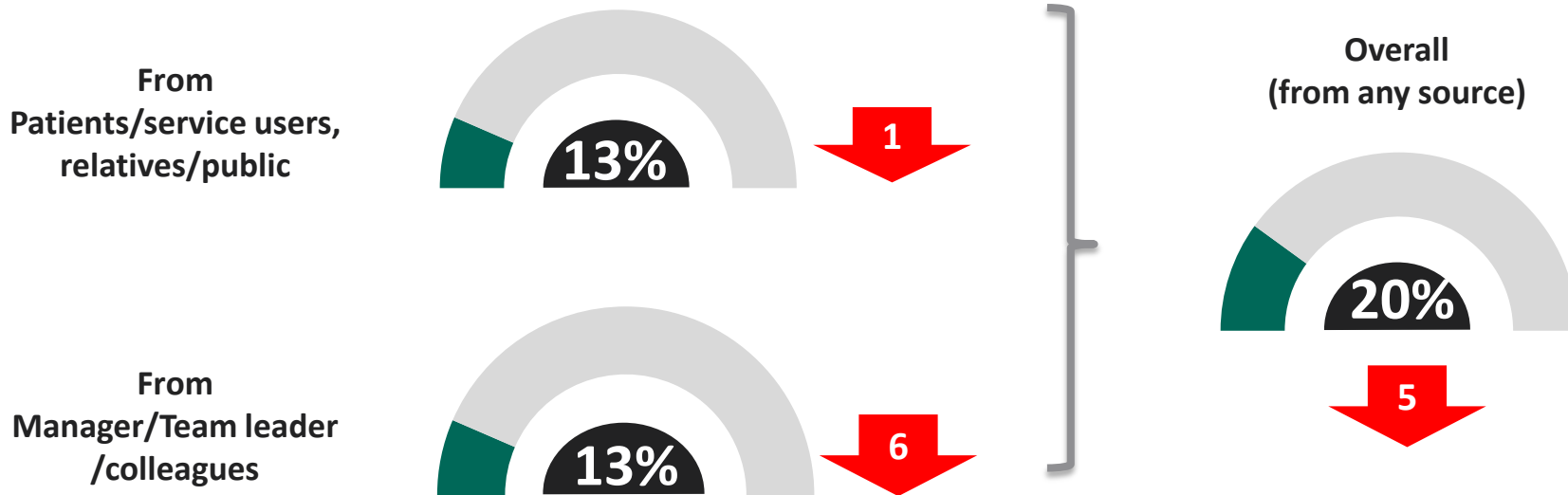
# Definition of Discrimination

Definition of Discrimination provided in survey as follows:

**Discrimination is defined as treating one person in a less favourable way than another person based on any of the following nine grounds: gender, civil status, family status, sexual orientation, religion, age, disability, member of traveller community, ethnic background.  
(Employment Equality Acts 1998-2015)**

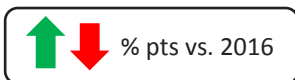
# Discrimination at work down, but one in five have experienced

Personally experienced discrimination at work in the last 12 months

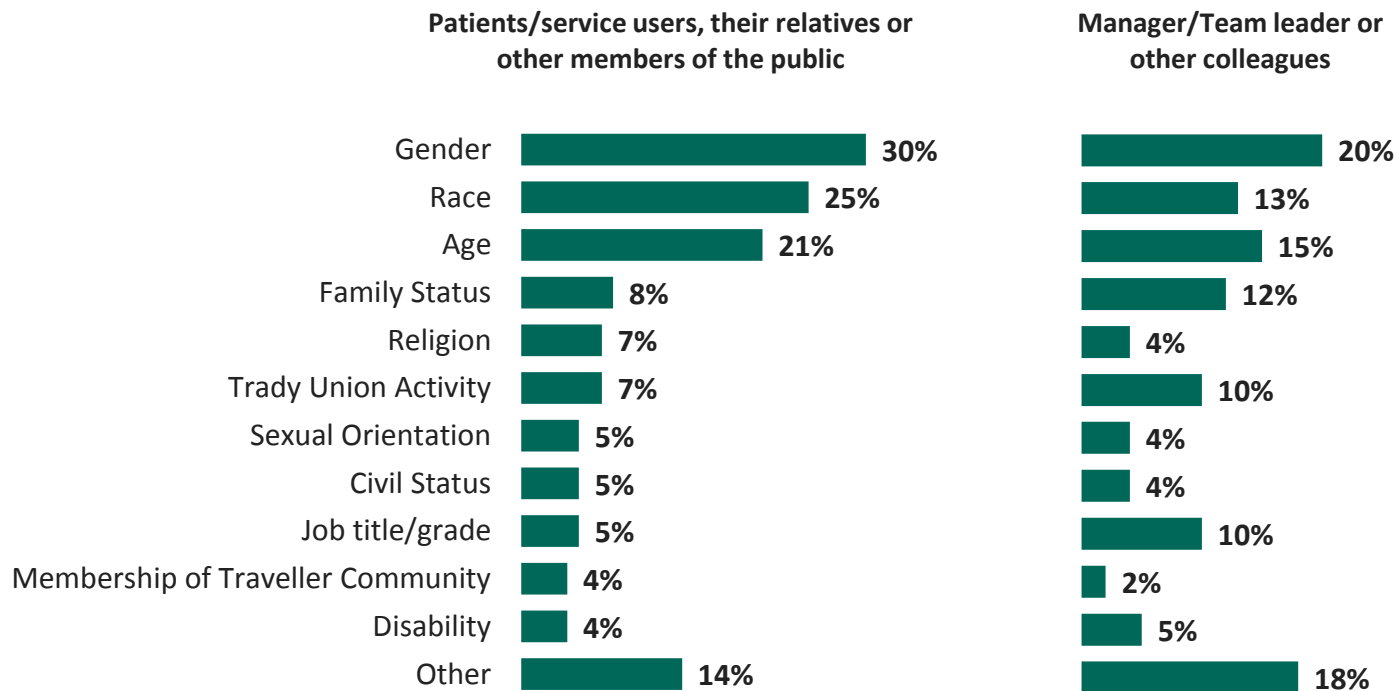


Q. In the last 12 months have you personally experienced discrimination from at work from any of the following?

Base: All Respondents: 18,836



# Discrimination most commonly based on gender, race, age



Q. On what grounds have you experienced discrimination from patients/service users, their relatives or other members of the public and/or manager/team leader or other colleagues

*\*Less than 2% not shown*

# Definition of Workplace Bullying & Harassment

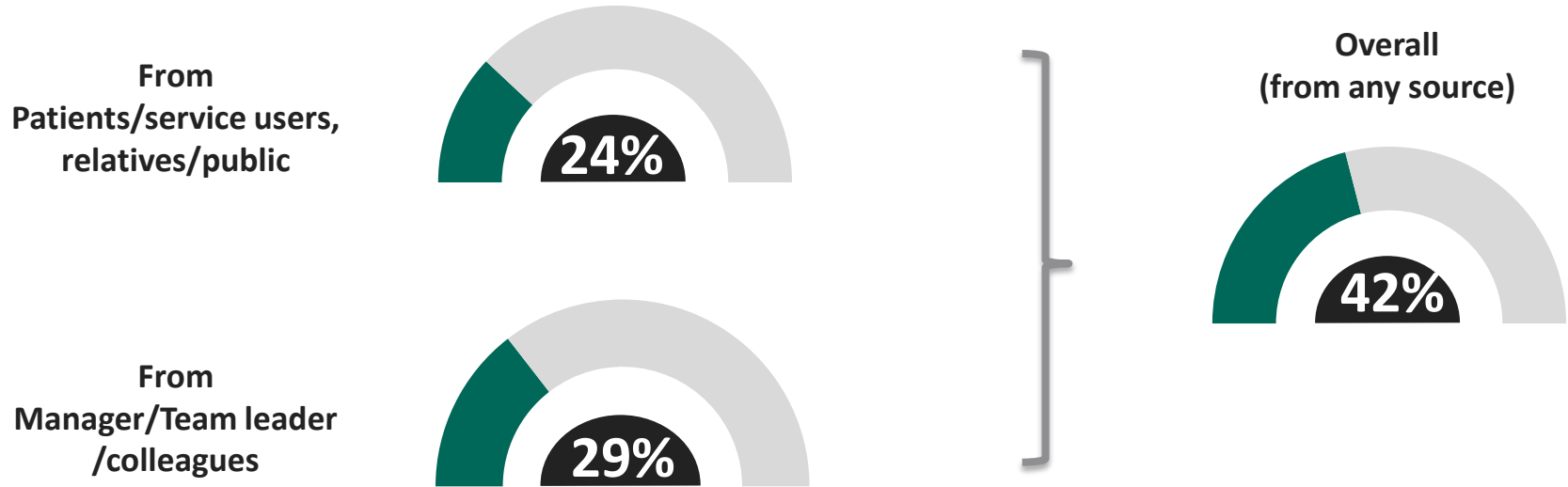
Definitions (from Dignity At Work Policy for Health Service, 2009) provided in survey as follows;

Workplace bullying is repeated inappropriate behaviour, direct or indirect whether verbal, physical or otherwise conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work.

Harassment is defined as any form of unwanted conduct related to any of the discriminatory grounds covered by the Employment Equality Acts 1998-2015.

# Four in ten have experienced bullying and/or harassment

I have experienced bullying and/or harassment in my organisation in the past 2 years



Q. Please answer each of the following questions

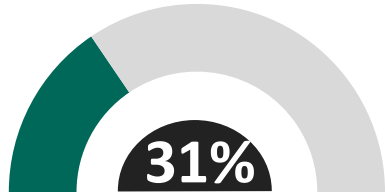
Base: All Respondents: 18,836

• 2016 results not directly comparable as source of bullying was not identified.

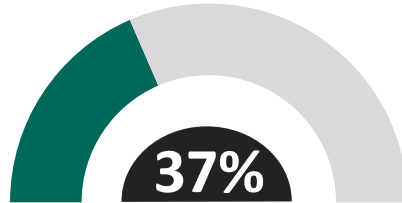
# Almost half have witnessed bullying and/or harassment

I have witnessed bullying and/or harassment in my organisation in the past 2 years

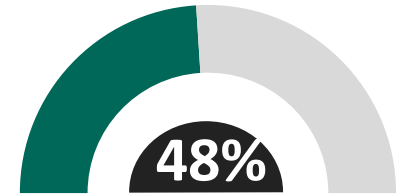
From  
Patients/service users,  
relatives/public



From  
Manager/Team leader  
/colleagues



Overall  
(from any source)



Q. Please answer each of the following questions

Base: All Respondents: 18,836

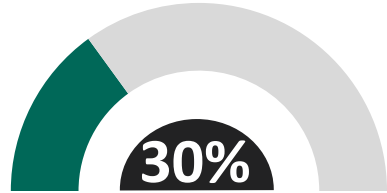
• 2016 results not directly comparable as source of bullying was not identified.



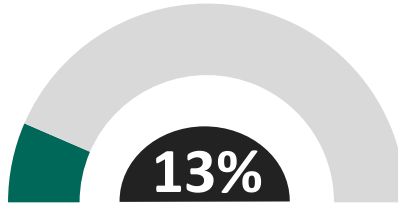
# Over 1 in 3 have been subject to verbal or physical assault

I have been subject to assault, verbal or physical, in my organisation in the past 2 years

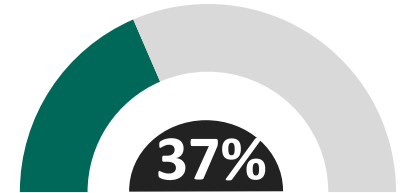
From  
Patients/service users,  
relatives/public



From  
Manager/Team leader  
/colleagues



Overall  
(from any source)



Q. Please answer each of the following questions

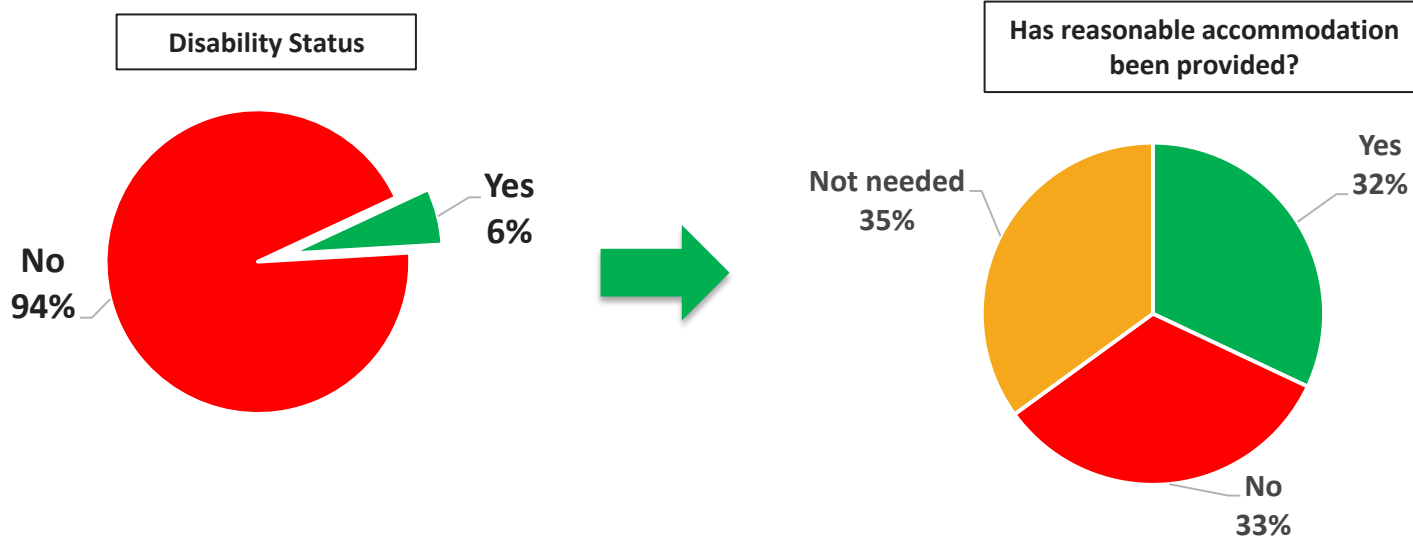
Base: All Respondents: 18,836

105 © 2018 Ipsos MRBI 18-024736-HSE Employee Survey 2018

• 2016 results not directly comparable as source of assault (verbal/physical) was not identified.

# 6% of staff have disability status

## – Some but not all have had this accommodated



Q. Do you have any long-term (including episodic) condition, such as....A physical impairment; A sight, hearing or speech impairment; An intellectual disability; A mental health condition; .....which causes you substantial difficulties in any area of everyday life, such as work, social life, leisure or cultural activities?

Q. Have you been provided with any form of reasonable accommodation in the workplace

(e.g. special equipment, reduced weekly hours, adjustment to duties, reassignment to another role, etc.) as a result of your long-term medical condition?

Base: All Respondents: 18,836

# Dignity At Work – Summary of Key Findings

## Positive Results:

- High level of awareness of the *Dignity at Work Policy* (87%)
- Decrease in the proportion of staff experiencing discrimination at work, down 5 points to 20%

## vs. External Comparison:

- *No norms available for comparison*

## Variations by Staff Demographic :

- Higher levels of discrimination experienced by younger age groups
- Training in *Dignity at Work Policy* positively correlated with length of service

## Areas for Improvement:

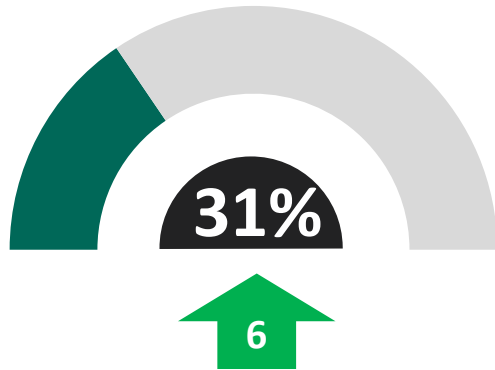
- The aim must continue to be to eradicate all forms of discrimination, bullying and verbal or physical assault for all staff
- Ensure all staff received both briefings and training on the *Dignity at Work policy*.



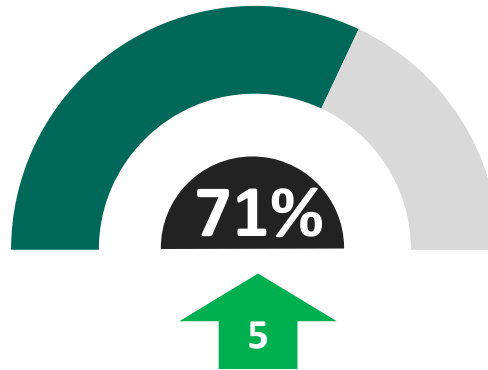
## STANDARD OF CARE & SERVICE

# Improvements in perceived of standards of service and care

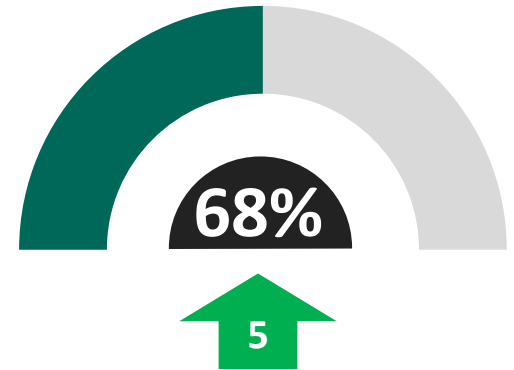
Overall service level in organisation is improving



Care of patients/service users is the top priority in my organisation

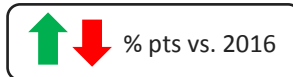


If a friend or relative needed treatment/ service I would be happy with the standard of care/service provided in my organisation

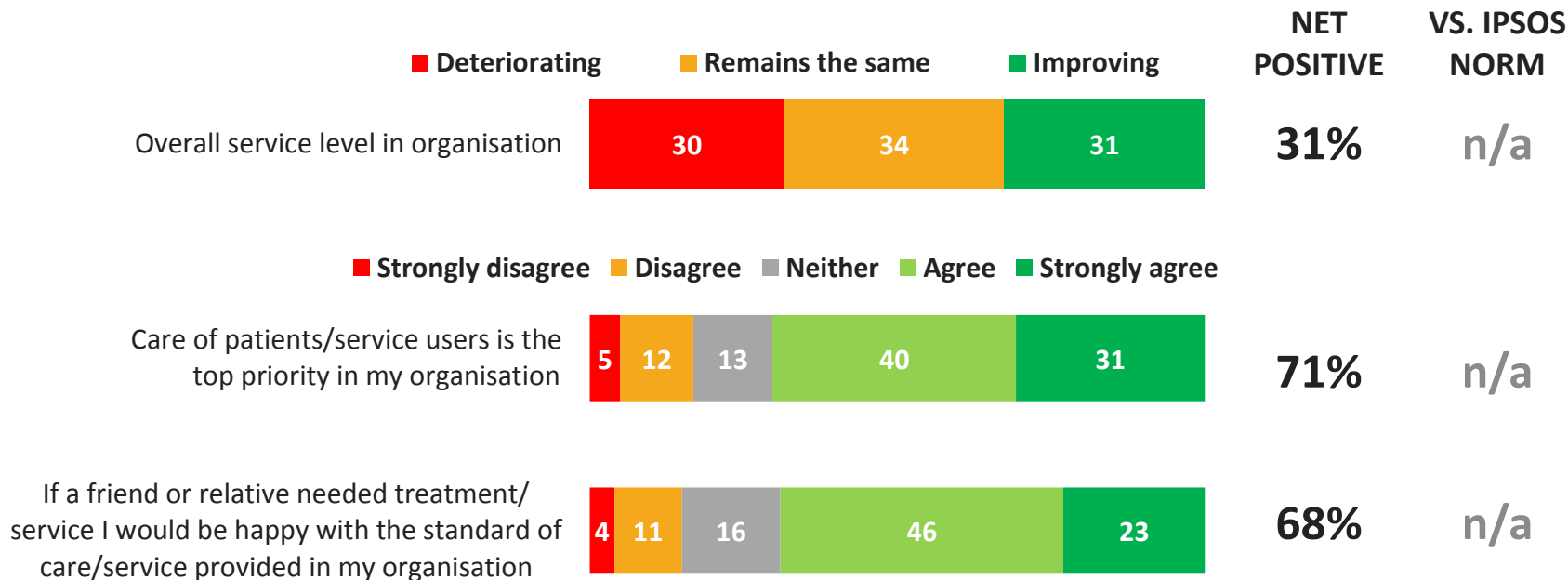


Q. Do you feel that the overall service level in your organisation is improving remains the same or is deteriorating? / To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Almost a third believe that service levels are deteriorating

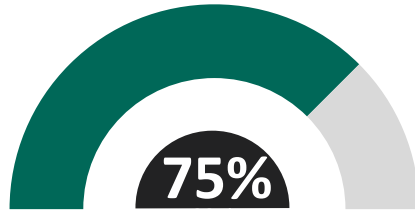


Q. Do you feel that the overall service level in your organisation is improving remains the same or is deteriorating? / To what extent do you agree or disagree with the following statements ...

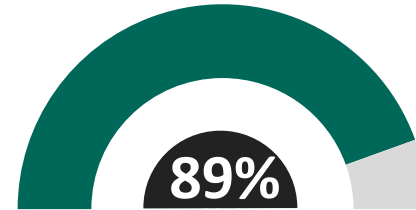
Base: All Respondents: 18,836 / NET "Positive" Scores

# Most believe they personally deliver a high quality service

I am satisfied with the quality of care I give to patients/service users

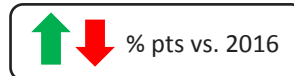


I feel that my role makes a difference to patients/service users

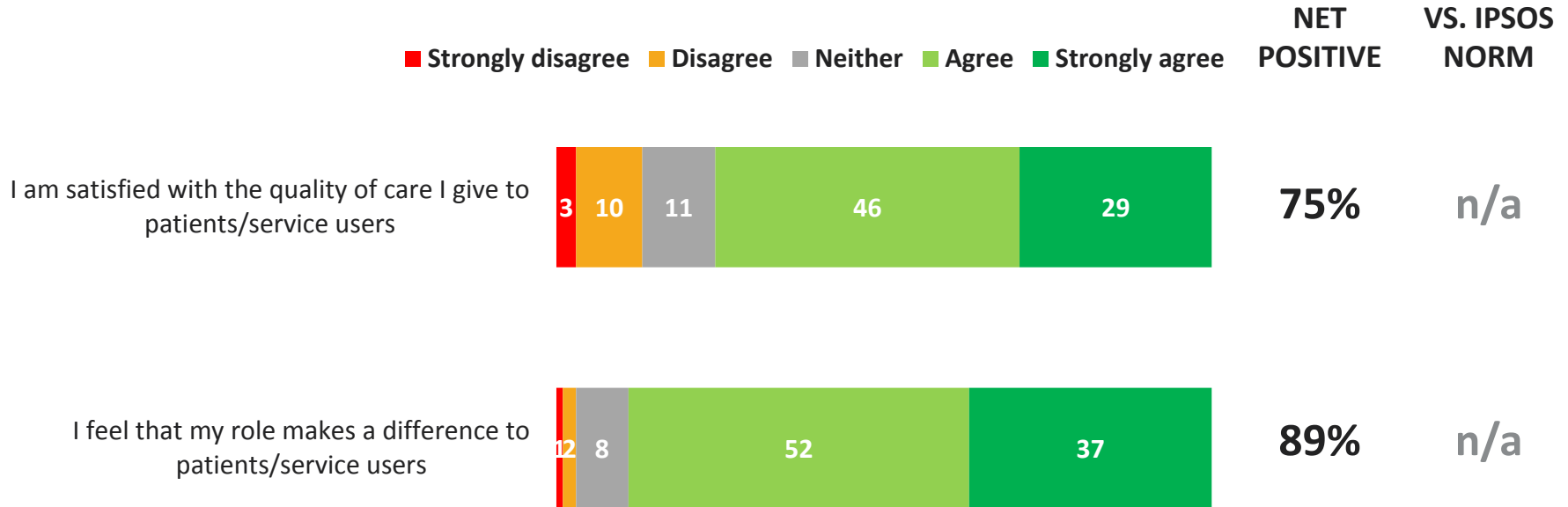


Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Majority believe their role makes a difference to others



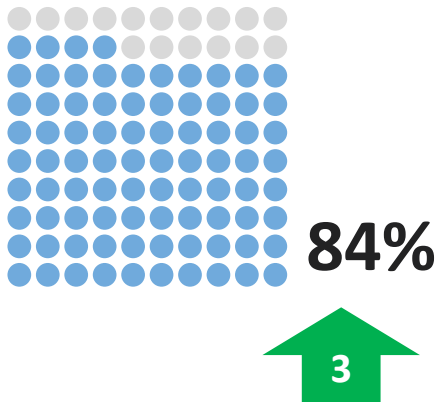
Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

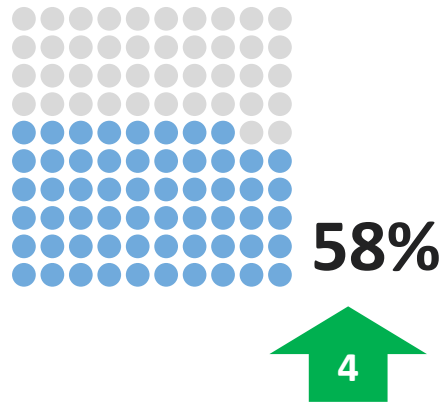


# Some improvements in processes for misses and incidents

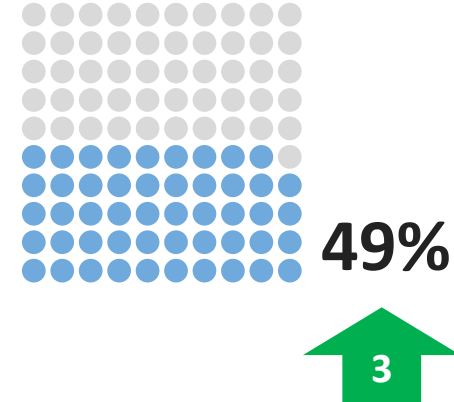
**My organisation encourages staff to report errors, near misses or incidents**



**My organisation treats staff who are involved in an error, near miss or incident fairly**

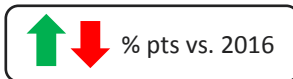


**Staff are given feedback about changes made in response to reported errors near misses and incidents**



Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836 / NET "Positive" Scores



# Feedback on changes in response to errors is missing for some

■ Strongly disagree 
 ■ Disagree 
 ■ Neither 
 ■ Agree 
 ■ Strongly agree 
 **NET POSITIVE**      **VS. IPSOS NORM**

My organisation encourages staff to report errors, near misses or incidents



**84%**

n/a

My organisation treats staff who are involved in an error, near miss or incident fairly



**58%**

n/a

Staff are given feedback about changes made in response to reported errors, near misses & incidents



**49%**

n/a

Q. To what extent do you agree or disagree with the following statements ...

Base: All Respondents: 18,836

# Standard of Care & Service - Summary of Findings

## Positive Results:

- 7 in 10 agree that care of patients/service users is the top priority
- 2 in 3 would be happy with standards if a relative or friend needed treatment or service
- Majority (84%) agree that reporting of errors, near misses and incidents is encouraged

## vs. External Comparison:

- *There are no external comparisons, however there has been an improvement in all areas related to standard of care and reporting when compared to 2016*

## Variations by Staff Demographic:

- Newer recruits more likely to believe standards are prioritised
- Satisfaction with own quality of care is equally high across all groups

## Areas for Improvement:

- Improvements in service levels need to be communicated to counter any perceptions of deterioration that may exist
- More feedback needed on changes resulting from errors, near misses and incidents.



# Ipsos Engagement Model

# Ipsos Engagement Model – Introduction

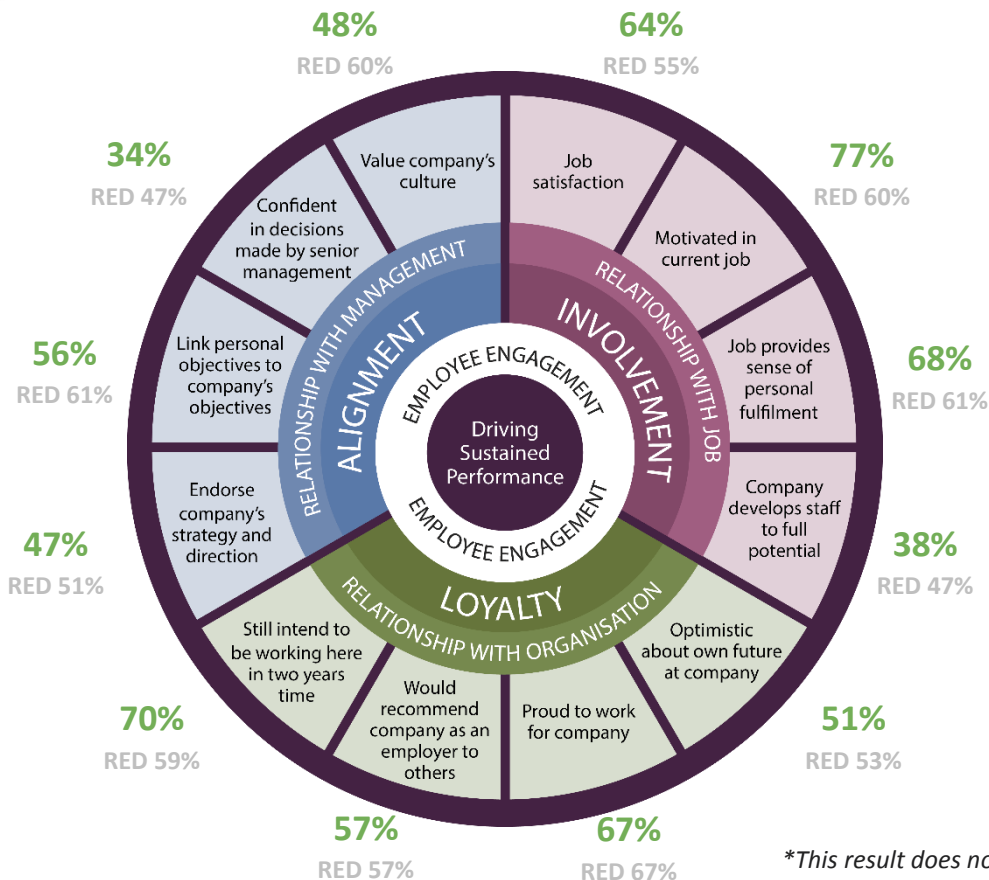
The Ipsos Engagement Model **provides a framework** that describes the diversity of the organisation's business environment.

**Ipsos research has identified three components** that can help us to understand and improve the experience of employees at work.

These three key indicators reflect the employees';

- **Relationship with their job (involvement)**
- **Relationship with their organisation (loyalty)**
- **Relationship with management (alignment)**

**Combining the three indicators results in a composite index of Engagement.**



**Overall Engagement Score\***  
 Health Sector 56% (+4 vs. 2016)  
 Ipsos RED 57%

**Involvement Score\*\***  
 Health Sector 62% (+6 vs. 2016)  
 Ipsos RED 56%

**Loyalty Score**  
 Health Sector 61% (+6 vs. 2016)  
 Ipsos RED 59%

**Alignment Score**  
 Health Sector 46% (+2 vs. 2016)  
 Ipsos RED 55%

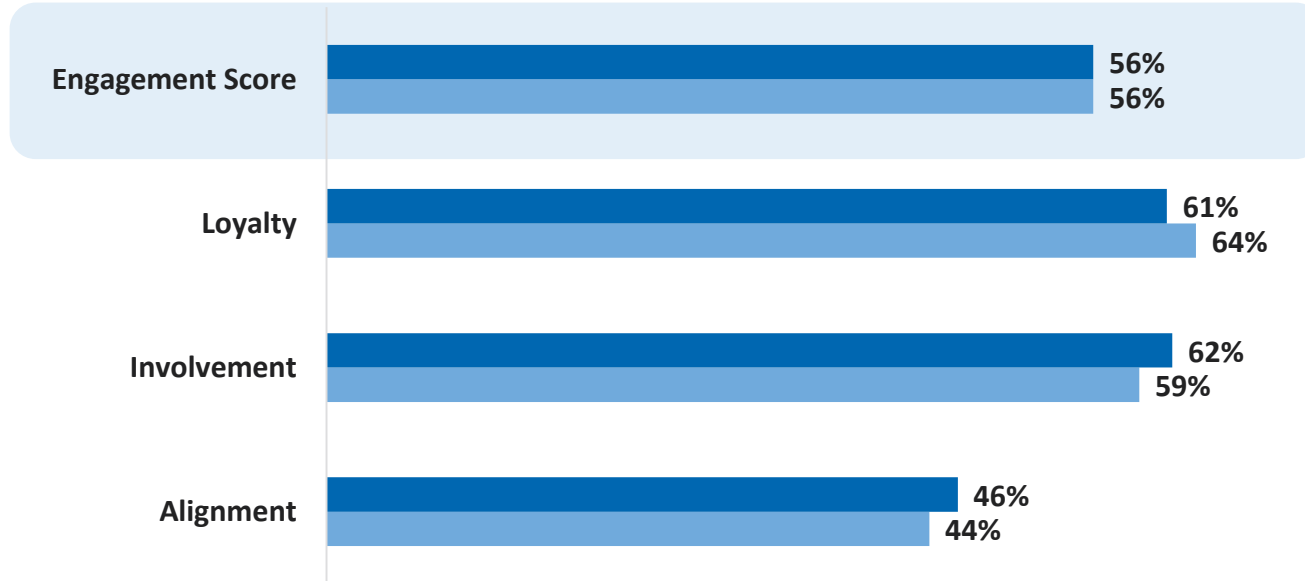
\*\*One new question added to involvement index – 2016 index recalculated as a result

*\*This result does not mean that 56% of staff are engaged but rather than the Engagement index score is 56% overall (out of 100)*

# Incomplete Surveys - Engagement Scores

## IPSOS EMPLOYEE ENGAGEMENT MODEL

■ HSE Results   ■ Incomplete Surveys





# Key Highlights & Areas for Improvement



# Key Highlights

*MY JOB* - Job Satisfaction 64%



*MY ROLE*  
Trusted to do job



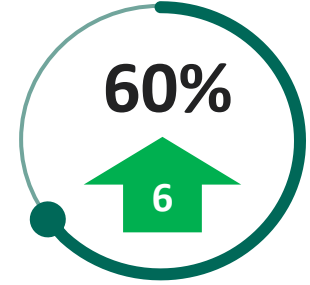
*MY ORGANISATION*  
Colleague support



*LEADERSHIP*  
Endorse strategy



*LINE MANAGER*  
Support from line manager



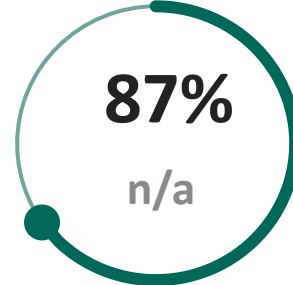
*TRAINING*  
Training opportunities



*HEALTH & WELLBEING*  
Work-related stress



*DIGNITY AT WORK*  
Aware of policy



*STANDARD OF CARE*  
Quality of own care/service



Base: All Respondents: 18,836 / NET "Positive" Scores

# Areas For Improvement (1/3)

## My Job

- 1 in 5 are dissatisfied in their job.
- Optimism about one's own future is low at 51%, 2 points behind norm.
- Addressing the variety of issues that exist may help to improve overall satisfaction, while low optimism for some could relate to a perceived lack of progression and opportunity and a sense that one's potential is not being maximised.

## My Role

- Only 40% feel involved in decisions that affect them at work (-8 behind norm).
- Many do not understand the relationship between their objectives and those of their organisation, a 7 point decline vs. 2016.
- Greater understanding of organisational objectives would help staff understand their role and the part they can play in achieving those goals.

## My Organisation

- Only 48% value the culture (-12 behind norm); 54% satisfied with working conditions (-15 behind norm); 38% feel valued and recognised (-12 behind norm).
- Sub-analysis of dissatisfaction with working conditions will help to localise issues.
- Non-monetary recognition needs to improve to ensure staff feel valued for effort.

# Areas For Improvement (2/3)

## Leadership

- 37% do not know the strategy of their organisation well enough to judge it.
- Only c. 1 in 3 have confidence in senior management in terms of their decisions, communications practices and acting on feedback (all are 10+ points behind norms). Only 38% are satisfied with the quality of internal communication.
- A need to highlight successful survey actions and better communicate strategy.

## Line Management

- Less than half say their manager gives them feedback, 10 points behind the norm.
- Less than half (48%) have regular one-to-one meetings with their manager.
- This is a clear gap to be filled – regular, informal feedback on the job their staff are doing should be carried out by managers outside of formal reviews and appraisals.

## Training & Opportunity

- Only 37% satisfied with opportunities for career progression; 37% are dissatisfied.
- A similar proportion (35%) do not feel their full potential is being developed.
- There is a need for career progression and opportunity to form part of meetings with one's line manager to ensure all staff feel that they can reach their potential.

# Areas For Improvement (3/3)

## Health, Well-Being & Stress

- Though some strides have been made, less than half of all staff believe their organisation demonstrates and supports an interest in staff health and well-being, well behind norms levels. A third of staff are also dissatisfied with their workload.
- Health & well-being initiatives need wider reach to ensure all staff are aware.

## Dignity At Work

- 1 in 5 have experienced discrimination at work in the past year. 4 in 10 have experienced bullying and/or harassment, while over 1 in 3 have been subject to verbal/physical assaults (more likely to have been from patients/service users).
- 2 in 5 staff have not been briefed/trained on the Dignity Policy, therefore a wider roll-out of this policy would at least ensure a better understanding of this.

## Standard of Care & Service

- 30% believe the overall service level in their organisation is deteriorating.
- A greater level of feedback is required regarding changes made in response to reported errors, misses, incidents.

# Next Steps



**Additional Presentations – December 2018**



**Infographic – December 2018**



**Written Report – January 2019**



**Additional Reports (CHO & Hospital Group) – January 2019**



# Thank You

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